



Centre Nacional
d'Anàlisi Genòmica

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HR EXCELLENCE IN RESEARCH STRATEGY

Action Plan (2025-2029)

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.

Action Plan

PROPOSED ACTIONS

ACTION 1. CREATE THE CNAG'S OTMR POLICY BY UPDATING RECRUITMENT PROCEDURES TO HRS4R AND OTMR CRITERIA

- Analyse the CNAG's recruitment procedures and modify them in line with OTM-R recruitment policy.
- Training will be provided to the participants in the selection commissions.
- Merit scores will be provided for all the job calls.
- Elaboration, negotiation and approval of specific regulations for the selection and hiring of research personnel associated with projects/agreements/contracts, including all the characteristics described in HRS4R and OTM-R.

GAP Principle(s):

- (--) 10. Recruitment
- (-/+) 11. Selection

Timing (at least by year's quarter/semester):

- 4Q2025-3Q2025.

Responsible Unit:

- Head of Human Resources.

Indicator(s)/ Target(s):

- The recruitment procedure is published and is accessible by candidates and CNAG's staff.
- Number of researchers recruited after the recruitment procedure is published.
- 100% of contracts comply with recruitment regulations.
- 100% of selection committee members have received OTM-R training.
- Digital recruitment platforms are in use.
- 100% of contracts are made using the recruitment platform.
- Revision of the procedure to reduce the administrative burden.
- The number of calls made since the administrative burden is reduced to a minimum.
- 100% of offers with a contract time length of more than 1 year are published on EURAXESS.
- 25% increase in the number of CVs received from international researchers for CNAG calls for applications.
- % of the international candidates whose qualifications were considered equivalent to other national degrees from the total number of international candidates evaluated.
- 100% of the calls include information on OTM-R tools.
- % of recruitments where interviews have taken place is more than 50%.

- 70% satisfaction rate in recruitment procedure's satisfaction surveys of successful candidates.

ACTION 2. DEVELOP OF CNAG'S PROFESSIONAL CAREER PLAN

- Develop a document that summarizes career options for researchers of different categories.
- Explore tools that can outline and channel the most significant information for each group.
- Disseminate mechanisms for collecting and analysing feedback from junior researchers on the effectiveness of career development initiatives and adjust strategies accordingly.
- Publish the salary scales.

GAP Principle(s):

- (+/-) 12. Career Progression
- (+/-) 13. Working Conditions, Funding and Salaries
- (-/+) 14. Stability of Employment
- (+/-) 15. Contractual and Legal Obligations

Timing (at least by year's quarter/semester):

- 4Q2025-1Q2026.

Responsible Unit:

- Head of Human Resources.

Indicator(s)/ Target(s):

- Research career Guide published online.
- Number of visits to the integrated research career website.
- Offer an annual dissemination event in career development workshop. 80% of the R1 and R2 researchers should have attended at least one of the workshops.
- Career development initiatives are disseminated by the most appropriate channel and included in the welcome manual.
- 70% satisfaction in the quality survey.

ACTION 3: DEVELOP A TRAINING PLAN

- Hold round tables on how to obtain funding, extending it to R3 researchers.
- Develop a training plan of research oriented and non-research-oriented courses.

GAP Principle(s):

- (--) 19. Continuous Professional Development.

Timing (at least by year's quarter/semester):

- 3Q2025-4Q2025.
- 4Q2026.

- 4Q2027.
- 4Q2028.
- 4Q2029.

Responsible Unit:

- Head of Human Resources.

Indicator(s)/ Target(s):

- Publish a webpage that contains information about all the training opportunities at CNAG.
- Include a training suggestion box at the webpage.
- Number of new courses organized.
- Increase the number of places available in training courses, especially in virtual courses, by 5-10%.

ACTION 4: IMPROVE GENDER AND EQUALITY ACTIVITIES

- Develop CNAG's Equality Plan.
- Create indicators to measure the evolution of the change in the CNAG's gender balance at the senior level.
- Creation of an equality commission.

GAP Principle(s):

- (+/-) 4. Gender Equality
- (++) 5. Embracing Diversity

Timing (at least by year's quarter/semester):

- 3Q2025-1Q2030.

Responsible Unit:

- Head of Human Resources, Communication Resp., Managing Director.

Indicator(s)/ Target(s):

- More than 8 researchers engaged in outreach support network.
- At least 4 outreach events performed per year.

ACTION 5: IMPROVE CNAG'S RESEARCH DISSEMINATION TO SOCIETY

- Generate an outreach support network among R3, R2 and R1 researchers.
- Encourage the participation of the CNAG in scientific dissemination actions (e.g. researchers' right).

GAP Principle(s):

- (++) 3. Open Science.

Timing (at least by year's quarter/semester):

- 1Q2025-1Q2030.

Responsible Unit:

- Head of Human Resources, Communication Resp.

Indicator(s)/ Target(s):

- More than 8 researchers engaged in outreach support network.
- At least 4 outreach events performed per year.

ACTION 6: FOSTER INTERNAL COLLABORATIONS AND REPRESENTATION BETWEEN RESEARCHERS AND DEPARTMENTS

- Create collaboration spaces or workshops to promote internal collaboration.
- Creation of specific committees.

GAP Principle(s):

- (+/-) 13. Working Conditions, Funding and Salaries.

Timing (at lest by year's quarter/semester):

- 2Q2025-2Q2029

Responsible Unit:

- Head of Human Resources, Communication Resp., Managing Director.

Indicator(s)/ Target(s):

- Creation of at least three committees: Scientific Board, Recruitment committee & Equity committee.
- R1 to r3 researchers participate in all these committees.

ACTION 7: DISSEMINATE COMPLAINTS PROCEDURES

- Disseminate the Complaints Procedure and make it accessible for all the staff.

GAP Principle(s):

- (+/-) 13. Working Conditions, Funding and Salaries.

Timing (at lest by year's quarter/semester):

- 2Q2025.

Responsible Unit:

- Head of Human Resources, Communication Resp., Managing Director.

Indicator(s)/ Target(s):

- All complaints mechanisms are integrated in the same webpage.
- Number of visits to the complaint's webpage
- Complaints mechanisms are included in the welcome manual.

ACTION 8: DEFINE CLEAR CO-AUTHORSHIP INSTRUCTIONS

- Develop co-authorship guidelines that also consider the participation of technicians in academic publications.

GAP Principle(s):

- (+/-) 12. Career Progression.

Timing (at least by year's quarter/semester):

- 3Q2026.

Responsible Unit:

- Head of Human Resources, Communication Resp., Managing Director, Project management.

Indicator(s)/ Target(s):

- Write a guide in co-authorship.
- Number of downloads of the document.

ACTION 9: PROVIDE INFORMATION ABOUT INDUSTRIAL PROPERTY ISSUES TO THE RESEARCHERS

- Write and disseminate to all the researchers the CNAG's Intellectual property manual.
- Present the Intellectual property strategy to CNAG researchers.
- Include a section concerning IP at the welcome manual.

GAP Principle(s):

- (+/-) 16. Dissemination and Exploitation of Results.

Timing (at least by year's quarter/semester):

- 4Q2025.

Responsible Unit:

- Communication Resp., Managing Director, Project management.

Indicator(s)/ Target(s):

- Number of downloads of CNAG's intellectual property norm.
- 75% of researchers attending the IP workshop.

ACTION 10: CREATE A MENTORING PROGRAM

- Create a mentoring program for R2 researchers to help them define their professional careers.

GAP Principle(s):

- (-/+) 20. Supervision and Mentoring.

Timing (at least by year's quarter/semester):

- 2Q2027-4Q2027.

Responsible Unit:

- Head of Human Resources, Managing Director.

Indicator(s)/ Target(s):

- Design the CNAG's mentoring program.

- Number of R2 included in the program.

ACTION 11: WRITE A GOOD RESEARCH PRACTICES MANUAL

- Establish a manual on good research practices specially focused on computer security.

GAP Principle(s):

- (+/-) 1. Ethics and Research Integrity.

Timing (at lest by year's quarter/semester):

- 2Q2026.

Responsible Unit:

- People Communication Resp., Project management.

Indicator(s)/ Target(s):

- Document in good research practices written.
- Provide information of the manual at the welcome manual.
- At least two annual events concerning the dissemination of responsibilities regarding ethical issues.

ACTION 12: WRITE TELEWORKING GUIDELINES

- Set clear teleworking instructions to apply to all research staff.

GAP Principle(s):

- (+/-) 13. Working Conditions, Funding and Salaries.

Timing (at lest by year's quarter/semester):

- 3Q2025.

Responsible Unit:

- Head of Human Resources, Managing Director.

Indicator(s)/ Target(s):

- Number of researchers that telework in regular bases.

ACTION 13: WRITE A WELCOME MANUAL

- Write and update annually the welcome manual (in digital version), available in Spanish and English.
- Present its contents in the welcome sessions for new researchers.
- include information on the legal aspects of working in Spain for foreign researchers.

GAP Principle(s):

- (+/-) 1. Ethics and Research Integrity
- (+/-) 2. Freedom of Scientific Research

- (++) 3. Open Science
- (+/-) 4. Gender Equality
- (++) 5. Embracing Diversity
- (++) 6. The Researcher
- (++) 7. Free Circulation of Researchers
- (--) 8. Sustainability of Research
- (--) 9. Researchers' Assessment
- (--) 10. Recruitment
- (-/+) 11. Selection
- (+/-) 12. Career Progression
- (+/-) 13. Working Conditions, Funding and Salaries
- (-/+) 14. Stability of Employment
- (+/-) 15. Contractual and Legal Obligation
- (+/-) 16. Dissemination and Exploitation of Results
- (+/-) 17. Valuing Diverse Research Careers
- (--) 18. Career Development and Advice
- (--) 19. Continuous Professional Development
- (-/+) 20. Supervision and Mentoring

Timing (at least by year's quarter/semester):

- 2Q2025.

Responsible Unit:

- Head of Human Resources.

Indicator(s)/ Target(s):

- The welcome manual is published on the website.
- Number of downloads or visits to the website done.
- 2 yearly updates to the manual.
- 70% satisfaction in the quality survey.

ACTION 14: LAUNCH, AWARENESS RAISING, COMMUNICATION IN HRS4R AND OTM-R AND EVALUATION

- Kick off of the project.
- Awareness-raising seminar for researchers and managers.
- Develop content in Spanish and English for the HRS4R website.
- Periodically assess the level of knowledge and involvement of researchers.

GAP Principle(s):

- (+/-) 1. Ethics and Research Integrity
- (+/-) 2. Freedom of Scientific. Research
- (++) 3. Open Science
- (+/-) 4. Gender Equality
- (++) 5. Embracing Diversity

- (++) 6. The Researcher
- (++) 7. Free Circulation of Researchers
- (--) 8. Sustainability of Research
- (--) 9. Researchers' Assessment
- (--) 10. Recruitment
- (-/+) 11. Selection
- (+/-) 12. Career Progression
- (+/-) 13. Working Conditions, Funding and Salaries
- (-/+) 14. Stability of Employment
- (+/-) 15. Contractual and Legal Obligation
- (+/-) 16. Dissemination and Exploitation of Results
- (+/-) 17. Valuing Diverse Research Careers
- (--) 18. Career Development and Advice
- (--) 19. Continuous Professional Development
- (-/+) 20. Supervision and Mentoring

Timing (at lest by year's quarter/semester):

- 2Q2025-1Q2030.

Responsible Unit:

- Head of Human Resources.

Indicator(s)/ Target(s):

- All CNAG's researchers have been informed about the awareness session and are encouraged to attend, either presential or watch a video of the session.
- All the documents generated plus other related documents could be downloaded from the webpage.

ACTION 15: WRITE AND IMPLEMENT A SUSTAINABILITY PLAN

- To support an institutional culture of sustainable research management, as well as training and mentoring based on the exchange of good practices.

GAP Principle(s):

- (--) 8. Sustainability of Research.

Timing (at lest by year's quarter/semester):

- 1Q2027

Responsible Unit:

- Head of Human Resources.

Indicator(s)/ Target(s):

- 100% of the research projects pass a sustainability audit.