

Centre for Genomic Regulation

**HR Excellence in Research
Action Plan 2025-2027**

Internal review for the renewal phase



HR EXCELLENCE IN RESEARCH

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1. CRG HR Strategy for Researchers. Foreword

The [Centre for Genomic Regulation \(CRG\)](#) is an international biomedical research institute of excellence, created in December 2000 as a non-profit foundation. It is funded by the Catalan Government (Departments of Business & Knowledge and Health, the Spanish Ministry of Science & Innovation, and the "la Caixa" Foundation, and includes the participation of Pompeu Fabra University.

The mission of the CRG is to discover and advance knowledge for the benefit of society, public health and economic prosperity. The CRG believes that the medicine of the future depends on the groundbreaking science of science of today. This requires an interdisciplinary scientific team focused on understanding the complexity of life from the genome to the cell to a whole organism and its interaction with the environment, offering an integrated view of genetic diseases.

CRG hosts more than 400 scientists, 53% of whom are international researchers. The institute is organised into 34 research groups supported by seven Core Technology platforms, alongside administration and research management departments. Its innovative research model appoints junior group leaders for a maximum of nine years across four interdisciplinary research programmes, fostering scientific excellence through faculty turnover, international peer review, and state-of-the-art infrastructure. CRG's activities are funded primarily through competitive national and European public grants, with occasional strategic partnerships with the private sector.

CRG has demonstrated a long-standing commitment to gender equality and diversity, evolving from its first Equal Opportunities Plan in 2010 and the creation of the Gender Balance Committee in 2013 into today's broader [Gender Equality, Diversity and Inclusion \(GEDI\) Committee](#), reflecting an expanded focus on diversity and inclusion. This sustained work positioned CRG as a European reference, notably through its coordination of the European project [LIBRA](#), which strengthened institutional change across research centres. Internally, these efforts have delivered tangible results, with CRG achieving stable faculty parity and, for the first time, full gender balance across senior leadership roles including programme coordinators, junior faculty, and governing boards. With the new EDI plan approved in 2025, CRG continues to advance inclusive excellence and embed diversity and responsible research assessment into its scientific culture. The institute is also strongly embedded in national and European life sciences networks, with affiliations to Pompeu Fabra University, [BIST](#), and as the founding institute of [SOMMa](#) and [EU-LIFE](#), an alliance of 17 leading European research institutes working together to support and strengthen European science policy.

CRG has been formally committed to the [Charter for Researchers](#) and [Code of Conduct for the Recruitment of Researchers](#) since 2008 and has actively implemented the [Human Resources Strategy for Researchers \(HRS4R\)](#) since 2011. This long-term commitment led to the award of the HR Excellence in Research logo by the European Commission in 2013, with subsequent renewals, most recently in 2021. The seal recognises CRG's continuous alignment of its HR policies and practices with the Charter & Code principles across ethical and professional conduct, recruitment, working conditions, and training and career development. CRG's HRS4R process is embedded in a cyclical methodology based:

- Internal Gap Analysis
- Strategy and Action Plan
- Revision and acknowledgment by the European Commission
- Self-assessment
- External Evaluation by the European Commission

Assessors from the European Commission have particularly commended CRG for its open, transparent, and merit-based recruitment policies, its strong support for researcher training and career development, and its proactive approach to gender equality, diversity, and inclusion. Notable strengths include comprehensive welcome and relocation services, dedicated HR support initiatives, structured professional career paths for technicians, and a robust Equality, Diversity and Inclusion Plan that has contributed to increased representation of women in leadership positions and targeted grant support for women scientists. These practices position CRG as a reference institution within the European Research Area and provide a solid foundation on which to build and further advance strategic HR priorities in the 2025–2027 Action Plan.

The CRG's HR Department was renamed the People Department, marking a shift in organisational mindset from viewing staff as a resource to recognising them as people at the centre of the institute's mission. This change helped rebuild trust and signalled a move away from a compliance-driven culture toward one that promotes autonomy, responsibility, and growth within a clear policy framework. Today, the CRG follows a people-first approach, delivering high-quality services aligned with its mission and values. Its People strategy enhances the employee experience across the entire lifecycle and fosters an inclusive, supportive workplace focused on wellbeing, work-life balance, equal opportunities, and fair working conditions. Covering key areas such as recruitment, career development, mobility, compensation, and personnel management, the strategy is implemented in close collaboration with leadership and stakeholders.

At the same time, CRG is entering a period of strategic transition. The 2025–2027 HR Excellence in Research Action Plan is conceived as a bridge towards the forthcoming CRG Strategic Plan 2026–2031, supporting continuity while preparing the institute for emerging scientific, organisational and societal challenges. In this context, CRG aims to go beyond compliance and consolidate a culture of continuous improvement, innovation and shared responsibility. By taking an “extra-mile” approach—testing new practices, anticipating future needs and strengthening institutional capacities—the CRG seeks to ensure that its people, policies and processes remain agile, inclusive and fit for purpose in a rapidly evolving research landscape. This forward-looking approach underpins the priorities and actions defined in the present Action Plan.

2. Designing the HR Excellence Action Plan 2025-2027.

To design the new Action Plan 2025-2027 several steps were taken:

1. Analysis of previous action and future plans by the Monitoring/Working Committee

- Analyse the report written by the EC Renewal Phase Assessment Without Site Visit - EC Consensus Report.
- Review the degree of achievement/execution of each action planned for the previous 2022-2024 plan.
- Agree on the preparation of the new action plan 2025-2027.

2. Gap Analysis

An internal Gap Analysis was conducted by the People Department in close collaboration with the members of the Monitoring/Working Committee, through a participatory process involving the research community. This inclusive approach aimed to gather insights, ideas, and suggestions to identify the strengths and weaknesses related to the four main pillars of the Charter & Code:

Ethical and Professional Aspects, Recruitment, Working Conditions and Social Security, and Training and Development. The outcomes of this process informed the definition of improvement actions and supported the continuous enhancement of organisational practices.

Considering the specificities of the Centre's internal structure, the main tools used to carry out the Gap Analysis were:

- 1) **Research Community engagement:** Focus groups and meetings were held with representatives from different communities (PhD students, Postdoctoral Researchers, PIs, etc.) to gather qualitative feedback on past and current initiatives, practices, and policies implemented in line with the 40 principles of the Charter & Code, as well as on future needs. This included outcome sessions organised for the development of the new CRG Strategic Plan 2026-2031, led by a cross-functional task force composed of senior scientific leadership and heads of research support and administrative departments (including Strategy and Funding, Legal, and Finance).
- 2) **Survey implementation:** A global satisfaction survey addressed to all staff (PhD students, Postdocs, Technicians, Group Leaders, Staff Scientists, Administration Staff), launched as part of the Institute's Administration International External Evaluation process (conducted every five years- last one done in May 2024), gathered a 13.49% participation rate. In addition, CRG conducts an annual feedback survey for the PhD student community that captures aspects related to supervision, lab environment & well-being, and project progress (last one done in 2024 - gathered a 98% participation rate). A separate survey on working conditions, organised by the Works Council, was also carried out and achieved a 38% participation rate across CRG staff ((PhD students, Postdocs, Technicians, Group Leaders, Staff Scientists, Administration Staff). Furthermore, a psychosocial risk assessment survey was carried out in between 2023-2024 across all categories ((PhD students, Postdocs, Technicians, Group Leaders, Staff Scientists, Administration Staff), achieving a 44.52% participation rate, providing valuable insights into organisational wellbeing and workplace climate.
- 3) **Targeted discussions with internal committees** during the regular monthly, bi-monthly, or tri-monthly meetings composed of representatives from R1 to R4, technical staff, and Heads of Unit — such as the Graduate Committee, Postdoc Committee, and the Gender, Equality, Diversity and Inclusion (GEDI) Committee. These discussions aimed to collect feedback on previous actions and identify ongoing needs within the research community.

Overall, the Gap Analysis offered a thorough evaluation of the Centre's alignment with the principles of the Charter & Code. By combining quantitative and qualitative evidence, it highlighted both areas of strong practice and key priorities for improvement across the four pillars, while also ensuring consistency with the CRG's forthcoming Strategic Plan (2026–2031). The findings directly informed the definition and prioritisation of the Action Plan 2025–2027, creating a clear link between identified gaps, strategic objectives, organisational needs, and planned enhancements. This process reinforces the Centre's continued commitment to ongoing improvement under the HR Excellence in Research Award.

The findings identified through the analysis can be summarised as follows:

- **Ethical and Professional Aspects**

CRG maintains a strong foundation in ethical and professional practices, supported by institutional policies, onboarding procedures, and ongoing training on research integrity. This framework is further reinforced by adherence to the [CERCA Code of Conduct](#) and access to the [CERCA Ombudsperson](#), which provide additional safeguards for ethical behaviour and confidential, impartial guidance. The PRBB Good Scientific Practice Committee—of which CRG is an active member—continues to update the shared [PRBB Code of Good Scientific Practice](#) and promote a culture of responsible research across the park, contributing to the solid performance recognised by the EC assessors in areas such as research freedom, professional responsibility, good practice in research, dissemination, and public engagement.

Building on the EC assessors' recognition that CRG has well addressed research freedom, professional responsibility and attitude, good practice in research, dissemination/exploitation and public engagement in previous cycles, we will now intensify awareness-raising and training on ethics and research integrity for all career stages, which the assessors identified as the main area for further improvement.

At the same time, the research environment at CRG is undergoing a significant transformation driven by the rapid advancement and adoption of digital tools, data-driven methodologies and artificial intelligence across the entire research lifecycle. These developments offer substantial opportunities for scientific excellence, efficiency and collaboration, but also introduce new ethical, legal and professional challenges related to data governance, transparency, accountability, authorship, bias and the responsible use of automated systems. To ensure that CRG's ethical framework remains robust and future-proof, it is therefore essential to complement existing practices with targeted measures that explicitly address the responsible development and use of AI-enabled and digital research tools.

To address this, the new Action Plan introduces a reinforced set of actions: operationalising the institutional AI usage policy; strengthening data stewardship and responsible assessment through FAIR practices; developing and disseminating a new Ethics & Research Integrity in AI policy; and expanding cybersecurity, data-protection and IT-tool training for researchers. These actions build on existing mechanisms—onboarding, policy acknowledgements and integrity workshops—and ensure that ethics and professional responsibility remain embedded in everyday research practice as workflows become increasingly automated and data-driven.

Finally, this renewed focus aligns with CRG's forthcoming Strategic Plan 2026–2031, which places significant emphasis on excellence across disciplines, responsible data-driven science, and the integration of AI and automation into research workflows. While the plan is still under internal development, these emerging priorities reinforce CRG's commitment to ensuring that ethical principles, integrity frameworks and responsible research assessment evolve in step with scientific innovation.

- **Recruitment Area**

The CRG Action Plan 2025–2027 builds on the strong foundations consolidated in previous HRS4R cycles while directly addressing the recommendations of the EC assessors while preparing for the future challenges in previous renewal phases. This new plan advances CRG's long-standing commitment to open, transparent and merit-based recruitment, research integrity, responsible research assessment, equality, diversity and inclusion, and an attractive, inclusive and supportive research environment. It integrates a strengthened institutional

response to emerging needs identified through consultation with researchers and support staff across all career stages, ensuring better awareness, accessibility and uptake of CRG policies and support structures.

The plan incorporates a balanced combination of extended actions—such as reinforcing the Learning-by-Doing internship scheme, continuing the implementation of the Psychosocial Risk Action Plan, and finalising CRG’s Training Policy—together with new actions designed to address evolving priorities. These new measures include aligning recruitment and assessment with CoARA principles, promoting fair and responsible evaluation of diverse research contributions, strengthening the CRG PhD Programme and Postdoc ecosystem, enhancing researcher retention through Open, Transparent and Merit-based Recruitment of Researchers (OTM-R) -aligned pathways, and revamping CRG’s public presence through a new institutional website. Additional initiatives will improve working conditions and organisational efficiency, including the deployment of a new ERP system, expansion of the Well-being Framework, new EDI Plan 2025–2028, and integration of onboarding and e-learning platforms.

Through these measures, CRG aims to continue attracting and supporting world-class talent, strengthening a collaborative and inclusive research environment, and ensuring that all researchers have the skills and opportunities to succeed, communicate their impact, and contribute meaningfully to science and society.

- **Working Conditions and Social Security**

CRG continues to foster an attractive, safe and inclusive working environment supported by clear institutional policies, staff representation mechanisms and targeted wellbeing initiatives. The EC assessors noted that CRG employees consider the working conditions “stimulating for their development,” reflecting the institute’s long-term investment in wellbeing, health & safety, flexible arrangements, training, and opportunities for participation in decision-making bodies. During 2022–2024, CRG strengthened these foundations through the implementation of the Well-being Framework (e.g., resilience groups, psychological support, anti-harassment measures), the psychosocial risk assessment with a 44.52% participation rate and follow-up actions, the creation of the Health & Safety Committee, and the establishment of the Works Council, which now meets regularly with Direction and contributes to policy improvements. The EDI Plan 2020–2023 further embedded equality, diversity and inclusion principles into recruitment, training and daily operations.

The 2025–2027 Action Plan builds on these achievements by introducing measures to improve organisational processes, enhance psychosocial wellbeing, and ensure inclusive, transparent practices. Some of the new actions include implementing a working time registration framework, updating the conflict-resolution procedure, and revising the Protocol for Preventing & Acting Against Harassment with explicit protections including LGTBI+-related harassment.

Complementing these initiatives, CRG will extend the Psychosocial Risk Action Plan 2025–2028, continue developing the Health & Well-being Framework, and adopt a new EDI Plan 2025–2028. Together, these actions reinforce CRG’s commitment to maintaining an

inclusive, supportive and sustainable working environment that evolves with organisational needs and European best practices.

- **Training and Development**

Training and development are a strategic priority at CRG. The Institute offers a structured, multi- and inter-disciplinary training framework for all career stages, from undergraduate and PhD training to postdoctoral development, technical careers and research leadership. Training is embedded in the research environment and supports both scientific excellence and long-term career development within and beyond academia. The programme combines scientific, technical, transferable skills and leadership training, including experimental design, research ethics and integrity, data management, generative AI, communication, project funding, innovation and entrepreneurship. Advanced training is provided in bioinformatics, AI and machine learning, statistics and imaging, together with career-related workshops and events.

A key strength of CRG is its strong supervision and mentoring culture for PhD students. Each doctoral candidate benefits from close interaction with their supervisor, a clear supervisory framework and the support of an independent thesis committee. Thesis committees ensure scientific quality, provide complementary expertise and offer guidance, mentoring and mediation when needed. Supervision standards are defined through formal regulations and supported by the CRG Graduate Committee and the Academic Coordinator.

CRG also invests in the development of supervisors and research leaders. Senior researchers are supported in their supervision and managerial roles through structured peer-mentoring initiatives and compulsory leadership training.

CRG complements its internal training with international activities, notably [Courses@CRG](#), which provide high-level scientific training, hands-on learning and networking opportunities for internal and external participants. Targeted programmes also support specific profiles, including physician-scientists, undergraduate and master students, and technical staff.

To strengthen this framework, CRG will consolidate mentoring and supervision quality across career stages, reinforce structured training for PhD students and postdoctoral researchers, implement institutional digital learning formats, and improve onboarding and career transition support. These actions will ensure equal access to training and continuous professional development for all researchers.

3. Action Plan

Building on that trajectory, we have refined the focus of our HR Strategy to ensure it remains ambitious, evidence based, and responsive to the needs of our research community. Following the 2022–2024 plan, the 2025–2027 plan is designed to serve as a bridge towards the forthcoming CRG Strategic Plan 2026–2031. The actions we undertake now both sustain the momentum generated by previous achievements and directly address the EC assessors' recommendations and the findings of our internal gap analysis, leading us to work along the following strategic lines of action:

- **Empowering a Data and AIReady Research Community:**

Building the skills, profiles and support systems needed for CRG's evolving Strategy through

targeted upskilling, responsible AI training, and integrated onboarding and learning opportunities for all research and support staff.

- **Strengthening Research Quality, Integrity & Societal Relevance:**

Advancing research quality through assessment practices grounded in integrity, openness, and equity. This approach promotes fair and transparent evaluation, recognises diverse research paths and contributions, and supports Open Science as a basis for reproducibility and accountability, while enabling researchers to articulate societal impact through qualitative, context-aware methods aligned with CoARA.

- **Advancing Digital Transformation in Institutional Processes:**

Modernising organisational operations through new digital tools, ERP implementation, automated workflows and streamlined procedures to improve accessibility, transparency and efficiency for staff and managers.

- **Enhancing Researcher Experience, Development & Support:**

Providing structured career development, tailored support for early career researchers, and strengthened mentoring, wellbeing and workplace policies that promote inclusion, psychological safety and retention.

- **Cultivating an Inclusive, Connected & Visible CRG Community:**

Fostering an environment where diversity, sustainability and internal collaboration are deeply embedded, while strengthening CRG's external visibility, strategic positioning and partnerships with hospitals, industry and society.

ACTION PLAN 2025-2027

Completed actions from previous Action Plans are not included.

* Actions dependent on future Severo Ochoa program funding.

ETHICAL AND PROFESSIONAL ASPECTS						
Nº action	New or Extended	Action Title	C&C Principle	Responsible Unit	Timeframe (at least by year's quarter/semester)	Indicator (s) / Target (s)
1	NEW	Implement and operationalise the institutional AI usage policy through training, guidance and monitoring.	2 Ethical principles; 3 Professional responsibility; 4 Professional attitude; 5 Contractual and legal obligations; 6 Accountability; 7 Good practice in research; 38 Continuing Professional Development	IT, Legal, Data Protection Officer, TAO	Q1 2027 - Q4 2027 - continuation to 2028–2029	-Practical guidance or FAQs on AI usage developed and updated -Trainings provided -Awareness programs conducted -Periodic reviews
2*	NEW	Strengthen data stewardship and responsible research assessment through FAIR alignment and improved institutional reporting.	2 Ethical principles; 5 Contractual and legal obligations; 6 Accountability; 7 Good practice in research; 8 Dissemination, exploitation of results; 23 Research environment; 31 Intellectual Property Rights; 38 Continuing Professional Development; 39 Access to research training and continuous development	Research Data Management Committee, SaF, SIT	Q4 2026 - Q4 2027 - continuation to 2028–2029	-Guidelines/document created or updated -# of institutional reports -# of awareness/guidance sessions

3*	EXTENDED	Design the Ethics and Research Integrity in AI policy and a dissemination strategy.	2 Ethical principles; 3 Professional responsibility; 5 Contractual and legal obligations; 7 Good practice in research; 8 Dissemination, exploitation of results; 9 Public engagement	SaF, TAO, Communications & PR	Q4 2027	-Policy developed -Dissemination and communication actions
4	NEW	Increase awareness and deliver training on cybersecurity, data protection and institutional IT tools for researchers.	5 Contractual and legal obligations; 6 Accountability; 7 Good practice in research; 23 Research environment; 38 Continuing Professional Development; 39 Access to research training and continuous development	IT, Data Protection Officer, TAO	Q2 2025 - Q2 2027	-Cybersecurity Action Plan -# of trainings offered -# participants -Dissemination actions
5	NEW	Develop an institutional action plan to align CRG's current research career development, recruitment and assessment practices with CoARA principles.	11 Evaluation/appraisal systems; 12 Recruitment; 15 Transparency (Code); 16 Judging merit (Code); 18 Recognition of mobility experience (Code); 19 Recognition of qualifications (Code); 20 Seniority (Code)	SaF (Research Quality Area), People, Direction	Q2 2025 - Q4 2027	-Funding secured to advance research assessment practices -# of participants in working groups, taskforces and workshops to assess research -Publication of the CoARA Action Plan

RECRUITMENT

	New or Extended	Action Title	C&C Principle	Responsible Unit	Timeframe (at least by year's quarter/semester)	Indicator (s) / Target (s)
6	EXTENDED*	Reestablish and consolidate Learning-by-Doing internship opportunities to support non-academic career transitions.	22 Recognition of the profession; 28 Career development; 29 Value of mobility; 30 Access to career advice; 38 Continuing Professional Development; 39 Access to research training and continuous development	TAO, SaF, Communications & PR, TBDO,	Q4 2026 - Q4 2027 - continuation to 2028–2029	-Internship scheme design and implemented -# of internships offered -# participants

7	NEW*	Strengthen the CRG PhD Programme through targeted recruitment aligned with the CRG strategic priorities.	12 Recruitment; 13 Recruitment (Code); 14 Selection (Code); 15 Transparency (Code); 19 Recognition of qualifications (Code); 22 Recognition of the profession; 27 Gender balance; 29 Value of mobility; 40 Supervision	TAO, Graduate Committee, SaF	Q4 2026 - Q4 2027 - continuation to 2028–2029	-# of PhD calls launched -# of new PhD students -# of PhD students recruited in the new strategic areas
8	NEW	Develop and launch a new institutional website to enhance transparency, accessibility and employer branding.	10 Non-discrimination; 12 Recruitment; 13 Recruitment (Code); 15 Transparency (Code); 22 Recognition of the profession; 9 Public engagement	Communications & PR, IT, Direction	Q4 2026	-New CRG institutional website developed and launched -Dissemination activities
9	NEW*	Strengthen the CRG International Postdoc ecosystem in order to increase its visibility and internationality.	21 Postdoctoral appointments (Code); 22 Recognition of the profession; 28 Career development; 29 Value of mobility; 30 Access to career advice; 39 Access to research training and continuous development; 40 Supervision	TAO, SaF, Communications & PR, TBDO, People, Postdoc Committee	Q3 2026 - Q4 2027 - continuation to 2028–2029	-Programme formalised and promoted -# of international postdocs recruited -# participants in mentoring/peer schemes
10	NEW	Design and implement an integrated institutional onboarding training to improve the current onboarding process for the research community.	23 Research environment; 24 Working conditions; 30 Access to career advice; 38 Continuing Professional Development; 39 Access to research training and continuous development; 40 Supervision	TAO, People, H&S, IT	Q1-2027	-# path defined -# of participants that completed the training process

11	NEW	Strengthening researcher retention through OTM-R-aligned recruitment pathways to support continuity and increase access to opportunities in the national system.	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); 25 Stability and permanence of employment	Direction, SaF, People	Q1 2026- Q4 2027	-# of calls -# Recruitments
12	NEW	Revise and update recruitment procedures in line with CoARA principles.	11 Evaluation/appraisal systems; 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)	SaF (Research Quality Area), People, Direction	Q1 2027 – Q4 2027	-Recruitment procedures reviewed and updated in accordance with CoARA principle -# of recruitment policies revised and formally approved -# of recruitment processes incorporating qualitative and narrative-based assessment elements

WORKING CONDITIONS AND SOCIAL SECURITY

	New or Extended	Action Title	C&C Principle	Responsible Unit	Timeframe (at least by year's quarter/semester)	Indicator (s) / Target (s)
13	NEW	Implementation and consolidation of a working time registration framework.	23 Research environment; 24 Working conditions; 25 Stability and permanence of employment; 6 Accountability	People, Works Council, Direction, IT, Finance	Q1-Q4 2026	-Working time registration framework and tool implemented -Guidelines on working time, rest periods and flexibility communicated to staff -# staff covered by the system -Training on the use of the tool

14	NEW	Review, update and consolidate the existing conflict resolution procedure to ensure effectiveness, clarity and alignment with current organisational needs.	10 Non-discrimination; 24 Working conditions; 34 Complaints/appeals	People, Direction, CRG staff representatives, Works Council, H&S, Legal, TAO	Q2-Q4 2026	-Conflict resolution procedure reviewed and updated -Communication and awareness for staff and supervisors -Training actions -Survey feedback
15	NEW	Review and update CRG Protocol for Preventing & Acting Against Harassment, ensuring current legal compliance and explicit protection against discrimination, including LGBTBI+ related harassment.	10 Non-discrimination; 24 Working conditions; 34 Complaints/appeals	People, H&S, GEDI Committee, Health and Safety Committee, Direction, Works Council	Q3 2026 - Q4 2027	-Protocol reviewed and updated -Training and awareness-raising activities delivered -Designated contacts or trained persons to manage cases -Survey feedback
16	NEW	Continuity and renewal of the Works Council for employee-representation and social-dialogue mechanism, in compliance with Spanish labour law.	24 Working conditions; 35 Participation in decision-making bodies	Works Council, People, Direction	Q4 2026	-Elections organised -# of newly elected representatives
17	EXTENDED	Implement and monitor the Psychosocial Risk Action Plan 2025-2028 derived from the institutional psychosocial risk assessment to promote sustainable psychosocial health at CRG.	23 Research environment; 24 Working conditions	H&S, People, TAO, Health and Safety Committee, Direction	Q4 each year	-# of actions implemented -# of dissemination actions
18	EXTENDED	Further develop and operationalise the existing CRG Health & Wellbeing Framework by consolidating mental health, peer support, training and awareness initiatives under a cohesive programme, strengthening prevention, support systems and a positive work environment.	23 Research environment; 24 Working conditions	People, TAO, H&S, GEDI committee, Communications & PR	Q4 2026	-Wellbeing and mental health programme implemented as part of the CRG Health & Well-being Framework -# of initiatives delivered -# of participants -Dissemination actions

19	EXTENDED	Develop and implement a new Equality, Diversity and Inclusion (EDI) Plan for 2025–2028, defining strategic objectives, concrete actions and monitoring mechanisms to promote an inclusive, diverse and equitable working environment at CRG.	10 Non-discrimination; 24 Working conditions; 27 Gender balance; 35 Participation in decision-making bodies; 22 Recognition of the profession	People, GEDI committee, Works Council, Direction, Communications & PR	Q1 2025 - Q4 2028	-EDI Plan developed, approved and communicated -EDI actions implemented according to the plan timeline -Impact based on EDI progression
20	NEW	Implement a new ERP system to support transparent, efficient and integrated organisational processes.	6 Accountability; 1 5 Transparency (Code); 23 Research environment; 24 Working conditions	IT, People, Finance, Direction, ERP Steering Committee	Q1 2025 - Q4 2027 (phased implementation)	-ERP system implementation initiated -# of key users participating -Progress communication actions to staff
21	NEW	Scale up LEAF (Laboratory Efficiency Assessment Framework) in both reach and ambition and embed sustainability resources to support lab engagement.	7 Good practice in research; 23 Research environment; 24 Working conditions; 9 Public engagement	Sustainability Committee, H&S, FM	2025–2027 (phased implementation)	-Resources and guidelines -# certified and participating labs - Number of labs progressing to a higher LEAF certification level -# of awareness and engagement actions/initiatives

TRAINING AND DEVELOPMENT

	New or Extended	Action Title	C&C Principle	Responsible Unit	Timeframe (at least by year's quarter/semester)	Indicator (s) / Target (s)
22	NEW	Develop and implement a comprehensive Postdoctoral Career and Support Framework.	21 Postdoctoral appointments (Code); 22 Recognition of the profession; 28 Career development; 29 Value of mobility; 30 Access to career advice; 39 Access to research training and continuous development; 40 Supervision	TAO, People, Postdoc Committee	Q4 2026	Postdoctoral brochure/policy developed and published -# of trainings and leadership development opportunities available -Performance evaluation framework defined and communicated -Survey feedback -# of postdoctoral researchers securing individual fellowships (e.g. MSCA, EMBO) or other independence-enabling grants, supported through institutional training (PRBB Intervals) and mentoring.

23	EXTENDED	Organise a Career Fair Day in collaboration with the PRBB and BIST Research Centres, including several companies with job seekers, speed dating, and talks in order to orientate researchers (especially postdocs) towards their next career step.	28 Career development; 29 Value of mobility; 30 Access to career advice	TAO, People	Q4 each year	-Career Fair implemented -# of events organised -# of participants
24	EXTENDED	Develop a CRG Training Policy for the different communities at the CRG.	38 Continuing Professional Development; 39 Access to research training and continuous development	TAO, People	Q4 2026	-CRG Training Policy Document -# of dissemination actions
25	EXTENDED	Innovation and Business Mentorship: Offering a mentorship program, such as the Menttt4Inn to engage R1 and R3 researchers in innovation activities.	28 Career development; 29 Value of mobility; 38 Continuing Professional Development	TBDO	Q1-Q4 each year	-# of initiatives/programmes/actions offered -# of participants
26	NEW	Mindset and Skills in Innovation and Entrepreneurship: Develop and implement a structures career track to raise awareness, skills acquisition, and networking for early career researchers to engage in innovation and entrepreneurship.	28 Career development; 29 Value of mobility; 38 Continuing Professional Development; 39 Access to research training and continuous development	TBDO, TAO	Q1-Q4 each year	-Design and launching of the programme -# of early career researchers participating -# of seminars, trainings and other activities organised
27	NEW*	Develop and implement a reflective leadership programme targeting R3 and R4 researchers combining mentorship, mandatory onboarding training and peer-learning spaces to strengthen responsible leadership, research integrity, people management and ethical decision making.	2 Ethical principles; 3 Professional responsibility; 4 Professional attitude; 37 Supervision and managerial duties; 38 Continuing Professional Development	TAO, People, Faculty	Q3 2026 - Q4 2027	-Programme launched -# participants in the initiatives -# new R3 and R4 researchers that receive the training -Survey feedback
28	NEW	Design and implement a CRG e-learning platform integrating all institutional training programmes.	23 Research environment; 38 Continuing Professional Development; 39 Access to research training and continuous development	TAO, IT	Q3 2026 - Q4 2027	-Launch of the platform -# of courses offered -# of active users -# of programmes offered

29	NEW	Implement a personalized counselling support for the PhD students and supervisors based on the annual PhD survey.	24 Working conditions; 28 Career development; 30 Access to career advice; 36 Relation with supervisors; 40 Supervision	TAO, Graduate Committee	Q1 each year	-Feedback survey -# of consequent actions designed -# of programmes offered
30	NEW*	Foster a shared culture of scientific impact and narrative awareness across CRG.	3 Professional responsibility; 8 Dissemination, exploitation of results; 9 Public engagement; 11 Evaluation/appraisal systems	SaF (Research Quality Area), Communications & PR, TAO	Q4 2026	-Feedback survey -# of training or awareness activities delivered on impact narratives and pathways -# of CRG staff reached through narrative-based training and dissemination actions

Acronyms

Q: Quarter of the year

H&S: Health & Safety

TAO: Training & Academic Office

SaF: Strategy and Funding Office

TBDO: Technology & Business Development Office

IT: Information Technologies

GED: Gender, Equality, Diversity & Inclusion

Open, Transparent and Merit-based Recruitment of Researcher OTM-R Checklist

	Open	Transparent	Merit-based	Answers: Yes completely / Yes substantially / Yes partially / No	Comments / Suggested indicators (or form of measurement)
OTM-R SYSTEM					
1. Have we published a version of our OTM-R policy Online (in the national language and in English)?	x	x	x	Yes, completely	The Policy is published in website in English, because it is the official language at the Institute. https://www.crg.eu/sites/default/files/crg/crg_recruitment_policy.pdf https://www.crg.eu/en/content/careers/hr-excellence-research
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes, substantially	Selection and Recruitment processes are described as a common framework in the "Recruitment Policy" of the Institute. Besides, specific procedures are in place for R1 (First Stage Researcher) and R2 (Recognized Researcher) R1: https://www.crg.eu/en/content/training/phd-students https://www.crg.eu/en/content/training-phd-students/phd-funding-opportunities-2025 R2: https://www.crg.eu/en/content/training/postdoctoral-researchers https://www.crg.eu/sites/default/files/crg/crg_recruitment_policy.pdf In case of R3 and R4: there is an open procedure in our website: https://www.crg.eu/en/content/careers/group-leader-recruitment <i>Procedures published: 150</i>

3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, substantially	The Human Resources Department is sufficiently trained. With regards to Hiring Managers of researchers, they are familiar with the OTM since the HR Department always makes sure that the OTM guidelines are disseminated properly. <i>Means of dissemination used: for each new hiring request, HR dpt provides the OTM guidelines.</i>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes, completely	Web-based tool is used for all the stages in the recruitment process: publishing the job ad, saving applications, analysing data, creating statistics, informing all candidates about the selection process. Managing satisfaction survey. Summarizing data for the reports. The recruitment tool is located at the CRG official website: https://recruitment.crg.eu/
5. Do we have a quality control system for OTM-R in place?	x	x	x	Yes, partially	Currently, the Human Resources Department works on a questionnaire for candidates to monitor the quality control of the different selection processes. <i>Indicator: Results of the questionnaire: 9 - Improving website autofill information, improve information given related to data protection.</i>
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, completely	All the new positions are published openly in a wide list of recruitment portals, besides the internal sources.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, completely	One of the CRG Strategic objective is to attract top talent from abroad. Researchers at CRG are recruited internationally using specific means of talent attraction, such as, international job portals (like EURAXESS job portal, "FindaPhD", "Research Gate", Nature, Science, LinkedIn, among others), networking, social media, etc. There is a dedicated section in the CRG website for information about moving to Barcelona, Guidelines for International Staff: https://www.crg.eu/en/content/careers/relocation-barcelona <i>2024: 52% of the recruitments are international.</i>
8. Is your current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, substantially	It is totally in line with policies to attract underrepresented groups. Proactive identification and invitation of competitive female applicants by faculty members is encouraged at the opening of every selection process for Principal Investigators to promote gender balance. <i>Number of recruited women in senior posts: 5 women out of 11 recruitments between 2022-2025</i>

9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes completely	CRG provides wide range of social benefits for CRG employees: - Equipment and facilities: Top of the art facilities. - Flexible working hours. - Holidays: Eligibility for 32 working days as holidays (which is an improvement of the ordinary national legislation). - Competitive salaries. - Flexible compensation plan. -Relocation Allowance: Moving from any European country or from outside of Europe. - Personal and family assistance. -Special discounts Special discounts at nearby restaurants and sports facilities - Training: Languages, Scientific and technology, Research Integrity, Transferable skills (career “charlas”, etc.), Career Coaching, among others. - Access to Career advice and Career Development.
10. Do we have means to monitor whether the most suitable researchers apply?				Yes completely	Data collected from the online recruitment tool allows to evaluate whether candidates are suitable or not (CV, reference letter, motivation letter, qualifications, publications, awards...)
11. Do you have clear guidelines or templates (e.g. Euraxess) for advertising positions?				Yes completely	In the Recruitment Policy and COFUND guidelines is established that job openings have to be published in the EURAXESS Website. In addition, Human Resources Department assesses about what job portals are the best option for advertising specific job positions (PhD's, Postdocs, Principal Investigators...) and what fields/categories describing the job opening are mandatory. Additionally, the HR department has created a "New Job Request" form in which Hiring Managers have the information and guidelines for advertising positions.
12. Do we include in the job advertisement references / links to all the elements foreseen in the relevant section of toolkit? [see Chapter 4.4.1.a)]	x	x		Yes completely	All the relevant information described in the toolkit is included in the job advertisements.
13. Do we make full use of EURAXESS to ensure our research vacancies to reach a wider audience?	x	x		Yes completely	It is mandatory to publish all positions of researchers in EURAXESS Website.

14. Do we make use of other job advertising tools?	x	x		Yes completely	We use competitive international advertising tools, such as: - Nature - LinkedIn - Biocat - FindaPhD - FindaPostdoc - Research Gate - CRG Website - CRG mailing list - EU-LIFE website - BIST website
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1.b)]	x			Yes substantially	CRG has a user-friendly recruiting tool that allows candidates to apply and upload all the documents needed in an agile way. The administrative burden is kept at the minimum level.
SELECTION AND EVALUATION PHASE					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2.a)]		x	x	Yes completely	There are general rules governing the appointment of selection committees. Specific rules apply to different Selection Processes, such as, COFUNDs, Principal Investigators, PhDs... CRG Recruitment policy indicates Selection Committee Responsibilities and Selection Committee Composition
17. Do we have clear rules concerning the composition of selection committees?		x	x	Yes completely	The CRG Recruitment Policy clearly establishes rules for the appointment of selection committees, including responsibilities, panel formation, and conflict-of-interest procedures.
18. Are the committees sufficiently gender-balanced?		x	x	Yes completely	Selection Committees are sufficiently gender balanced as this is a clear rule established in the Recruitment Policy (strong recommendation of no less than one/third of one gender).

19. Do we have clear guidelines for selection committees which help to judge "merit" in a way that leads to the best candidate being selected?			×	Yes substantially	Our recruitment process includes a structured Candidate Assessment Template with weighted, predefined evaluation criteria (experience, competences, skills, qualifications, languages) and a scoring system that supports consistent, transparent, merit-based assessment. Together with the recruitment policy guidelines, this enables selection committees to judge merit effectively and choose the best candidate.
APPOINTMENT PHASE					
20. Do we inform all applicants at the end of the selection process?		×		Yes completely	Depending on the selection processes, the notifications can be sent by different means, either through the online recruiting tool, or official email/letter by the Human Resources Department.
21. Do we provide adequate feedback to the interviewees?		×		Yes completely	Shortlisted candidates to PhD and COFUND calls are always provided with feedback after the selection process. For the rest of positions feedback is provided upon demand.
22. Do we have an appropriate complains mechanism in place?		×		Yes substantially	We provide candidates with an official mechanism to submit suggestions or complaints through a dedicated form, which is included in all job advertisements. However, this mechanism is not yet formally integrated into the Recruitment Policy. To be included in the next revision of the policy in 2026.
OVERALL ASSESSMENT					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				Yes completely	The Human Resources Department and Selection Committees oversee the OTM policy every year using the OTM check-list tool and other methods, such as, benchmarking, analytics, brainstorming, after certain selection processes (Principal Investigators, PhDs calls, Postdocs call). General analysis is carried out once the year comes to an end.

