



HR EXCELLENCE IN RESEARCH

GAP ANALYSIS

Updated version 2026

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Gap Analysis

I. Ethical and Professional Aspects

1. Research freedom

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026 : +/-	No GAPS There is freedom of research within the framework of the research areas of the groups and the fields that determine the calls for funding.	18. Improving the web as a strategic communication tool	52. Enhancement of the English version of the HRS4R documentation and web content

2. Ethical principles

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	2020 Legality is enforced; there are ethics committees, and procedures are followed. Researchers' lack of knowledge about ethical issues. 2023 Same situation than 2020 since the Guide is in process 2026 The Guide of Good Practices includes ethical issues, however clear procedures, structured information and training are still needed	8. Updating the Quality and Good Research Practice Manual 13. Training Plan	32. Animal Experimentation Ethics Committee and Authorised Body (CEEA/AWB): Guidance and Procedures 33. Ethical issues in clinical research: Guidance and Procedures 48. Revision of the Training Plan

3. Professional responsibility

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	2020 It is not considered a problem as there have been no cases. Doctoral training is developed with the USC, which has an anti-plagiarism tool. FIDIS policies are aligned with European Code of Conduct for Research Integrity. This will be reflected in the revision of the guide to good research practice. 2023 Same gap than in 2020 because the Guide is in process, research integrity issues still need to be reflected in the updated Quality and Good Research Practice Manual 2026 The guide has been published in 2025 and a comprehensive dissemination effort will be undertaken during the next period	8. Updating the Quality and Good Research Practice Manual	

4. Professional attitude

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/+ 2023, 2026: +/-	2020 Strategic objectives: there is a prioritization of research areas, but they are not widely known. Information from governance bodies does not reach investigators. 2023 2026 The communication plan and renewed website are improving dissemination and awareness of strategic objectives, research	17. Communication Plan 18. Improving the web as a strategic communication tool	31. Review and update of the Communication plan 52. Enhancement of the English version of the HRS4R documentation and web content

areas and strategic decisions.

5. Contractual and legal obligations

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023: +/- 2026: +/+	2020, 2023 Legality is complied with. Need for improvement regarding information on responsibilities and rights in certain roles, such as principal Investigator and promoter. 2026 The guide of Good Practices in Research provides information on the role of IPs	8. Updating the Quality and Good Research Practice Manual	48. Revision of the Training Plan 52. Enhancement of the English version of the HRS4R documentation and web content

6. Accountability

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	2020, 2023 There is no gap; conditions are established in the calls and the requirements for good project management are always met. Investigators are advised and informed. The transparency portal includes all the information on activity reports, agreements, subsidies and grants, action plans, annual accounts and internal recruitment instructions. 2026 Although transparency was no longer identified as a gap, the foundation's current public status increases transparency requirements in order to comply with applicable legislation.	18. Improving the web as a strategic communication tool	52. Enhancement of the English version of the HRS4R documentation and web content

7. Good practice in research

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-		8. Updating the Quality and Good Research Practice Manual 13. Revision of the training Plan	5. Support to Open Access Publishing

8. Dissemination, exploitation of results

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/+ 2023, 2026: +/-	2020 Researchers disseminate their work through scientific channels (publications, congresses, etc.). There is no systematic proactive dissemination work aimed at targets that may be recipients (users or customers) of the results. Advisory services are provided to transfer of knowledge, but there is room for improvement regarding researcher's awareness on this subject. 2023, 2026 Progress has been made in this direction through the publication of the KTT service charter, visits to newly established groups, and the inclusion of relevant information in the launch of the improvement initiative. However, further efforts are still needed in this area, and these actions are therefore maintained in the new plan.	13. Revision of the training Plan 16. Training in supervision and managerial duties 17. Communication Plan 19. Dissemination of KTT services to research staff	31. Review and update of the Communication plan 35. Support to Open Access Publishing 42. Quality Certification and Accreditation of Research Support and Knowledge Transfer Services 43. Dissemination of KTT services to research staff 44. Update and Publication of the Technology and Intellectual Property Portfolio 45. Science for Society

9. Public engagement

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: -/+	2020 Public engagement activities are carried out occasionally or at the initiative of specific groups such as Oncomet's crowdfunding campaign on liquid biopsy, etc. The planned communication plan will include society among its target audiences and will include public engagement actions: talks at schools, open days, etc. 2023 The new communication plan includes society among its target audiences, and the institute now has a "science for society" programme 2026 Progress has been made since 2023: the Science for Society action was included, and FECYT recognition as a Scientific Culture and Innovation Unit was obtained. Nevertheless, this remains an area that should be further strengthened.	17. Communication Plan 11. Gender equality plan 25. Science for Society	31. Review and update of the Communication plan 45. Science for Society

10. Non discrimination

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023-2026: -/+	2020 Most of the staff are women. There is no record of discrimination but there are no plans or protocols about this: there is no equality plan, there is no non-discrimination plan, and there are no protocols on sexual harassment. 2023 The Equality Plan has been approved in 2002 and is being implemented. Additional measures are included in the updated plan.	11. Gender equality plan 21. Co-responsible exercise of personal, family and working life 22. Sexual harassment protocol 23. Equality mailbox 24. Risk assessment of pregnant	34. Equality Plan

2026
 The plan is being implemented and actions 21 to 24 also. The new plan will address issues related to maternity, pregnancy, and non-discriminatory work-life balance measures. It should prioritize actions aimed at addressing this imbalance and promoting greater representation of women in leadership roles.

11. Evaluation/ appraisal systems

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: + / +			47. Research Group Assessment and Advisory Programme

II. Recruitment and Selection

12. Recruitment

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023: -/- 2023, 2026: +/-	2020 The problem underlying all the principles of this block is that the scientific career is not defined. When R1s are incorporated into a doctoral program, there are different types of access, contact and/or prior interview with the group, and from there, access to the doctoral program. If funded by call, standards are set by each call. There is an IDIS call for predoctoral grants. As for R2s and R3s, when they access through public programs, standards are set by the calls. In those contracted directly by the groups, each group defines the evaluation criteria, the process is set according to law. There are no overall standards at the institute level, but most groups seek a profile that can be assimilated to the calls, in order to apply to them and attract resources. GAPS: - As for R1s: beyond the conditions set by the calls, there are different situations depending on the programs and the groups. Lack of protocols defining access conditions and standards in different cases. - In the step from R1 to R2, the contract is modified but there are usually no changes in conditions or functions. - As for R2s and R3s, calls are used as a reference, but again there is no manual or protocol where recruitment issues are collected. 2023 Significant progress has been made regarding the OTM-R	1. Career Plan Definition 2. Design of the scientific career path 4. Formalization of recruitment and selection protocols and procedures aligned with the OTM-R 5. OTM-R Policy 13. Revision of the training Plan 27. Plan to promote the selection and attraction of talent	36. Strengthening Human Resources Capacity and Expertise 37. Career Plan Review 38. Review and Update of the OTM-R Policy and recruitment procedures 39. Update of the Plan to Promote the Selection and Attraction of Talent 48. Revision of the Training Plan

principles. In 2023, the collective labour agreement was published, including the career plan, and this served as the basis for redefining the entire OTM-R policy during the final period.

2026

FIDIS' integration into the regional public sector and its attachment to the Regional Ministry of Health in 2024 brought about a significant transformation in HR management. This change involved adapting staff selection, recruitment and management procedures to a more demanding regulatory framework, aligned with the public sector principles of publicity, transparency, equality, merit and ability.

13. Recruitment (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/+ 2023, 2026: +/-	2020 Recruitment procedures are carried out both for the recruitment of researchers, for the groups and for the detection of candidates so they can apply to public calls. The selection procedure is defined: the call is published on the website of the foundation and the institute, and is kept open during the legal period; documents are collected via e-mail in a single and specific mail address. Once the deadline is over, documents are sent to the IP that organizes the selection committee and notifies the candidate. If required, a personal interview can be conducted. There are no guidelines on the composition of the selection committee. Rejected applicants are sent an e-mail informing them of the decision on the offered position. Recruitment and selection protocols and procedures will be reviewed completely as part of action 5.	4. Formalization of recruitment and selection protocols and procedures aligned with the OTM-R 5. OTM-R Policy 13. Revision of the training Plan 27. Plan to promote the selection and attraction of talent	36. Strengthening Human Resources Capacity and Expertise 38. Review and Update of the OTM-R Policy and recruitment procedures 39. Update of the Plan to Promote the Selection and Attraction of Talent 42. Quality Certification and Accreditation of Research Support and Knowledge Transfer Services 48. Revision of the Training Plan

GAPS: improve the transparency of procedures; include information on career development perspectives; reduce variability of selection criteria.
2023, 2026
See table 12

14. Selection (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	2020, 2023 Recruitment is closely linked to public calls, and so the selection committee is defined by the rules of the program. In internal calls there is no selection committee. It is the group that decides. 2026 As already mentioned 2026 FIDIS' integration into the regional public sector and its attachment to the Regional Ministry of Health in 2024 brought about a significant transformation in HR management. This change involved adapting staff selection, recruitment and management procedures to a more demanding regulatory framework, aligned with the public sector principles of publicity, transparency, equality, merit and ability.	4. Formalization of recruitment and selection protocols and procedures aligned with the OTM-R 5. OTM-R Policy 13. Revision of the training Plan 27. Plan to promote the selection and attraction of talent	36. Strengthening Human Resources Capacity and Expertise 38. Review and Update of the OTM-R Policy and recruitment procedures 39. Update of the Plan to Promote the Selection and Attraction of Talent 48. Revision of the Training Plan

15. Transparency (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023: -/+ 2026: +/-	2020 See principle 13: procedures are not standardised and there is a need to improve information to candidates on selection processes.	4. Formalization of recruitment and selection protocols and procedures aligned with the OTM-R 5. OTM-R Policy	38. Review and Update of the OTM-R Policy and recruitment procedures 42. Quality Certification and

	2023 Transparency has improved because of the renewed website, improved selection procedures and the new selection management platform. However, it remains a weakness because further dissemination and training are still needed. 2026 As mentioned above, FIDIS' change in legal status has significantly improved the transparency of information in selection processes	18. Improving the web as a strategic communication tool	Accreditation of Research Support and Knowledge Transfer Services 52. Enhancement of the English version of the HRS4R documentation and web content
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16. Judging merit (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023: -/- 2026: +/-	2020 In so far as most of recruitment depends on the public calls, merits are already defined. The margin for revision would be in the hiring of researchers; here the evaluation of merits is fixed by the group. No governance body is addressing the adequacy of the selection criteria to the job profile. 2023 Merit evaluation is still mainly carried out by Principal Investigators during recruitment, and this procedure is planned for review in the 2023–2026 period. 2026 As mentioned above, FIDIS' change in legal status has significantly improved the OTM-R procedures	1. Career Plan Definition 4. Formalization of recruitment and selection protocols and procedures aligned with the OTM-R 5. OTM-R Policy	37. Career Plan Review 38. Review and Update of the OTM-R Policy and recruitment procedures

17. Variations in the chronological order of CVs (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: + / +		8. Updating the Quality and Good Research Practice Manual	

18. Recognition of mobility experience (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: + / +		8. Updating the Quality and Good Research Practice Manual	

19. Recognition of qualifications (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: + / +		8. Updating the Quality and Good Research Practice Manual	

20. Seniority (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: + / +		8. Updating the Quality and Good Research Practice Manual	

21. Postdoctoral appointments (Code)

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: +/- 2023, 2026: +/+	2020 The hiring rules are clear because the hiring of postdoctoral candidates occurs mainly through public calls. The administration is promoting more Rio Ortega type calls. Difficulties to recruit due to not having expectations for the development of scientific careers. 2023, 2026 The Career Plan provides a framework for career development and attraction of postdoctoral staff, while the Research Career Map published on the website increases transparency.	1. Career Plan Definition	36. Strengthening Human Resources Capacity and Expertise 37. Career Plan Review

III. Working Conditions and Social Security

22. Recognition of the profession

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: +/-	The professional career is not defined. Within the framework of the institute, the research function is recognized, but not in the hospital. The management does not recognize neither the research function nor the services. The perception is that social recognition is in general greater than internally. Internal lack of knowledge among the researchers of the institute; the visible face is the group leader, who is the clinical researcher. 2023, 2026 The Career Plan provides the formal framework, while the website, communication plan and outreach activities improve visibility.	1. Career Plan Definition 2. Design of the scientific career path 7. Welcome manual and mentor 17. Communication Plan 18. Improving the web as a strategic communication tool	31. Review and update of the Communication plan 36. Strengthening Human Resources Capacity and Expertise 37. Career Plan Review 46. Enhancement of Researcher Onboarding and Integration Processes 51. RTTP Accreditation Programme for Technology Transfer Staff 52. Enhancement of the English version of the HRS4R documentation and web content

23. Research environment

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: -/+	2020 As mentioned in Principle 7, the institute is located in the hospital facilities, and the security competencies of the facilities are managed by the hospital, not by foundation. The needs of researchers are not always taken into account. This situation gives rise to numerous situations of	3. Coordination with the USC for the deployment of the plan 7. Welcome manual and mentor 9. Definition of an information protocol on risk coverage 10. Elaboration of an equipment	36. Strengthening Human Resources Capacity and Expertise 40. Assessment of RESAVER implementation feasibility 41. Review and Enhancement of Leave Provisions to Support Work–

uncertainty. The risks to which researchers are subjected are high because of the materials with which they are in contact. As for security plans, given the diversity of employers (FIDIS, SERGAS, USC), neither procedures nor coverage are always clear in case of accidents. The same applies to risk assessment and safety and training plans. There are no workplace harassment protocols, though it's considered a risk. No information on risks. Lack of coordination with peripheral units (Lugo). There is an inventory of equipment but it has not been disseminated. Ignorance of existing equipment and conditions of use. Ignorance of procedures for carrying out in-vivo tests. 2023, 2026 Progress includes a risk protocol and equipment catalogue, but challenges remain because the institute is located in hospital facilities and security competencies depend on the hospital.	catalogue 18. Improving the web as a strategic communication tool	Life Balance 46. Enhancement of Researcher Onboarding and Integration Processes 47. Research Group Assessment and Advisory Programme 52. Enhancement of the English version of the HRS4R documentation and web content
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24. Working conditions

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/+ 2023, 2026: +/-	Work-life balance is promoted, but there are no written rules. The collective labour agreement of the Galician research foundations is currently being drafted. The foundation staff has participated in the negotiation roundtables. 2023, 2026 Progress made with the Equality Plan, work-life balance actions, and surveys to monitor staff satisfaction.	11. Gender equality plan 12. Study of work climate 13. Revision of the training Plan 28. Plan for measuring the staff satisfaction	34. Equality Plan 36. Strengthening Human Resources Capacity and Expertise 40. Assessment of RESAVER implementation feasibility 41. Review and Enhancement of Leave Provisions to Support Work–Life Balance

25. Stability and permanence of employment

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: +/- 2023, 2026: +/+	2020 Legality is complied with; the framework for the stability of recruitment is fixed by the calls. The stabilization of research employment is a national problem that exceeds the scope of action of the foundation. In the negotiation tables of the collective labour agreement of the research foundations of Galicia, the problem of stability is being dealt with. The performance of researchers is affected by stability. 2023, 2026 The application of new Spanish labour legislation guarantees compliance with this principle.		

26. Funding and salaries

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: +/+	2020 Important salary differences between researchers working in the same hospital environment with the same level of competence; the problem derives from the lack of a strong career policy. In the case of researchers recruited through calls, the later set the wage conditions; when conditions are stable, purchasing power may be lower. 2023, 2026 The Career Plan has enabled fulfilment of this principle.	1. Career Plan Definition	36. Strengthening Human Resources Capacity and Expertise 37. Career Plan Review 40. Assessment of RESAVER implementation feasibility

27. Gender balance

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	2023 The Equality Plan has been approved in 2002 and is being implemented. Additional measures are included in the updated plan. 2026 The plan is being implemented and actions 21 to 24 also. The new plan will address issues related to maternity, pregnancy, and non-discriminatory work-life balance measures. It should prioritize actions aimed at addressing this imbalance and promoting greater representation of women in leadership roles. The staff is mostly female and there is parity at the level of group leaders.	11. Gender equality plan	34. Equality Plan

28. Career development

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023: -/- 2026: +/-	2020 There is no career plan and consequently there is no policy to support career development. Group leaders have a mentoring role but it is not formalized. Mentoring is done on an individual basis and is not certified. 2023 Delays occurred due to a change in Scientific Director in September 2021, although the Career Plan and mentoring actions provide a framework for future progress. 2026 Some actions have been set to tackle career development at a group level, however, there is still room for improvement	1. Career Plan Definition 15. Mentoring program for emerging groups	49. Support Program for Emerging Groups 50. Increasing mentoring capabilities 51. RTTP Accreditation Programme for Technology Transfer Staff

29. Value of mobility

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	Group mobility is facilitated and stimulated Management of insurance policies in mobility actions linked to calls.	18. Improving the web as a strategic communication tool	52. Enhancement of the English version of the HRS4R documentation and web content

30. Access to career advice

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023: -/- 2026: -/+	2020 There is no career plan and consequently there is no policy to support career development. Group leaders have a mentoring role but it is not formalized. Mentoring is done on an individual basis and is not certified. 2023 Delays occurred due to a change in Scientific Director in September 2021, although the Career Plan and mentoring actions provide a framework for future progress. 2026 Some actions have been set to tackle career development at a group level, however, there is still room for improvement	1. Career Plan Definition 15. Mentoring program for emerging groups	37. Career Plan Review

31. Intellectual Property Rights

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/+ 2023, 2026: +/-	2020: Regulated through the rules of the different employers: SERGAS, USC and FIDIS. Lack of knowledge of the OTRI function and the conditions of exploitation of results by researchers. 2023 Progress has been made in this direction through the publication of the KTT service charter, visits to newly established groups, and the inclusion of relevant information in the launch of the improvement initiative. However, further efforts are still needed in this area, and these actions are therefore maintained in the new plan. 2026 100% of new groups are visited but KTT staff, at all project kick-off meetings, information is provided on the conditions for exploitation and ownership of results. Training activities in research management have been enhanced too.	8. Updating the Quality and Good Research Practice Manual 16. Training in supervision and managerial duties 18. Improving the web as a strategic communication tool 19. Dissemination of KTT services to research staff	42. Quality Certification and Accreditation of Research Support and Knowledge Transfer Services 43. Dissemination of KTT services to research staff 44. Update and Publication of the Technology and Intellectual Property Portfolio 52. Enhancement of the English version of the HRS4R documentation and web content

32. Co-authorship

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	The requirements set by the calls and by the journals in terms of signature policy have improved the practices of recognition of authorship. Technical personnel are not included as authors in publications or patents.	8. Updating the Guide of Good Research Practice 13. Revision of the Training Plan	48. Revision of the Training Plan

33. Teaching

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: +/-	2020 Teaching experience is not recognized. Training is provided in postgraduate programs, seminars, etc. but it is not recognised. Time spent tutoring TFGs is also not recognized. Appearing as co-tutors when in reality supervision is carried out in the laboratory; there is no return. There are no training activities for trainers. 2023, 2026 Teaching experience is now fully recognised through certificates	6. Issuance of certificates of teaching experience 13. Revision of the Training Plan	48. Revision of the Training Plan

34. Complaints/ appeals

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023: -/- 2026: -/+	2020, 2023 There are no procedures for making complaints and suggestions at FIDIS; USC and SERGAS personnel have their own channels. 2026 An equality-related complaint channel exists, as well as there is a channel for risk prevention issues but the Welcome Manual does not yet mention general complaint channels.	7. Welcome manual and mentor 22. Sexual harassment protocol 23. Equality mailbox	46. Enhancement of Researcher Onboarding and Integration Processes

35. Participation in decision-making bodies

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: +/-	2020 Considering the recommendations of the consensus report, the policy of participation of researchers in decision-making bodies has been reviewed. All committees will include research representatives covering R1 to R2 categories. In addition, at the Board of Trustees assembly of December 2020, the incorporation of a researchers' representative to the Board of Trustees, the main governing body, will be approved. An action will be included in the plan to define the procedure to select this representative and its functions. 2023, 2026 The Internal Scientific Committee was created to represent research and technical staff and advise management.	12. Study on work climate 28. Plan for measuring the staff satisfaction 20. Increase researchers participation in decision-making bodies	

IV. Training and Development

36. Relation with supervisors

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020, 2023, 2026: +/-	In the case of R1s, doctoral training is carried out within the framework of the training programmes of the USC; practices and supervision procedures are those of the USC.		

37. Supervision and managerial duties

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: -/+	2020 This aspect was partially dealt with in principle 28. Mentoring practices are addressed in the groups led by the group leaders, but there is no policy or institutional procedures in this regard. There is no career plan that defines the roles and competencies of the different categories of researchers. 2023 Progress includes the revised training plan, Career Plan, Welcome Manual and four training courses, but higher-impact actions are planned for completion by 2026. 2026 The generational succession plan includes the appointment of a co-leader in each research group	1. Career Plan Definition 7. Welcome manual and mentor 13. Revision of the Training Plan (including training for supervisors and person with management responsibilities, etc.) 14. Study on mentoring needs in research groups 15. Creation of the figure of the mentor 16. Training in supervision and managerial duties 26. Generational succession plan	37. Career Plan Review 49. Support Program for Emerging Groups 50. Increasing mentoring capabilities 51. RTTP Accreditation Programme for Technology Transfer Staff

38. Continuing Professional Development

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: -/+	2020 There is no training plan; activities are organized at the institutional level and then each group organizes its own activities. Difficulty obtaining certificates of participation in courses. There is no adequate dissemination of the different training activities organised by the management or by the groups. 2023 Fifteen courses were organised, but they are not yet integrated into structured career development itineraries. 2026 The Training Plan and the information on training activities have been improved, and the number of training activities has also increased. Nevertheless, there is still room for improvement, and new tools such as ResearchComp open up further opportunities in this area.	13. Revision of the Training Plan 18. Improving the web as a strategic communication tool 26. Generational succession plan	48. Revision of the Training Plan 52. Enhancement of the English version of the HRS4R documentation and web content

39. Access to research training and continuous development

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: -/+	2020 There is no training plan; activities are organized at the institutional level and then each group organizes its own activities. Difficulty obtaining certificates of participation in courses. There is no adequate dissemination of the different training activities organised by the management or by the groups. 2023 Fifteen courses were organised, but they are not yet	13. Revision of the Training Plan 18. Improving the web as a strategic communication tool 26. Generational succession plan	37. Career Plan Review 49. Support Program for Emerging Groups 50. Increasing mentoring capabilities 51. RTTP Accreditation Programme for Technology Transfer Staff

integrated into structured career development itineraries.
2026
The Training Plan and the information on training activities have been improved, and the number of training activities has also increased. Nevertheless, there is still room for improvement, and new tools such as ResearchComp open up further opportunities in this area.

40. Supervision

Implementation	GAPS	Initiatives completed at the 2020-2026 HRS4R Action Plan	Key actions at the 2027 – 2030 HR Excellence Action Plan
2020: -/- 2023, 2026: -/+	2020 This aspect was partially dealt with in principle 28. Mentoring practices are addressed in the groups led by the group leaders, but there is no policy or institutional procedures in this regard. There is no career plan that defines the roles and competencies of the different categories of researchers. 2023 Progress includes the revised training plan, Career Plan, Welcome Manual and four training courses, but higher-impact actions are planned for completion by 2026. 2026 The generational succession plan includes the appointment of a co-leader in each research group	1. Career Plan Definition 7. Welcome manual and mentor 13. Revision of the Training Plan (including training for supervisors and person with management responsibilities, etc.) 14. Study on mentoring needs in research groups 15. Creation of the figure of the mentor 16. Training in supervision and managerial duties 26. Generational succession plan	48. Revision of the Training Plan