

EURAXESS

Action Plan

Case number

2022ES832340

Name Organisation under review

ALBA-CELLS

Organisation's contact details

BP-1413, 3, Cerdanyola del Vallès, Barcelona, Spagna, Barcelona, 08290, Spain

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	78
Of whom are international (i.e. foreign nationality) *	40
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	9
Of whom are women *	17
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	66
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	9
Of whom are stage R1 = in most organisations corresponding with doctoral level *	3
Total number of students (if relevant) *	15
Total number of staff (including management, administrative, teaching and research staff) *	243
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	41117996
Annual organisational direct government funding (designated for research)	39591427
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1226569
Annual funding from private, non-government sources, designated for research	300000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

CELLS is the responsible for managing Synchrotron ALBA, a large research infrastructure operating ten beamlines, complementary facilities, and an Electron Microscopy Center (EMC), this last in partnership with other institutions. Currently constructing multiple more beamlines, expanding the EMC, and integrating advanced data analytics, it sums up a wide range of infrastructures.

Synchrotron ALBA provides more than 5.400 hours of beamtime per year and is available for the academic and the industrial sector, serving more than 2.000 researchers every year. Since 2012, ALBA has been hosting official users, 65% from Spanish institutions and 35% from other countries.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*

**Strengths and Weaknesses (max. 800 words)**

Ethical and professional aspects in research are fundamental for maintaining the integrity and effectiveness of any research organization. Below, we evaluate the strengths and weaknesses of these aspects within the context of CELLS.

Strengths:

Research Freedom: CELLS provides researchers with a degree of freedom to choose their research direction and methods, aligned with recognized ethical principles. This flexibility allows for creative and innovative scientific exploration. However, it is noted that certain operational constraints, such as budgetary limitations, may impose restrictions on this freedom.

Ethical Principles: Researchers at CELLS are expected to adhere to recognized ethical practices and principles relevant to their disciplines. The organization promotes ethical standards and practices, but there is a gap in terms of a formal body for addressing scientific controversies like authorship and plagiarism.

Professional Responsibility: CELLS emphasizes the relevance of research to society and the avoidance of duplication of previous research. The organization discourages plagiarism and prioritizes publication in peer-reviewed journals. However, there are instances where work delegation does not align with the competence of individuals, potentially affecting research quality.

Professional Attitude: CELLS maintains a clear focus on its strategic goals and communicates them effectively. The professional attitude of researchers depends on individual and group management practices, highlighting the importance of good communication and information sharing within the organization.

Contractual and Legal Obligations: Researchers are expected to be familiar with regulations governing their work, including intellectual property rights. CELLS has documented regulations and collective agreements in place, ensuring that contractual and legal obligations are met.

Accountability: Researchers are accountable to their employers, funders, and society as a whole. CELLS has implemented control mechanisms to ensure efficient resource use, transparency, and adherence to legal frameworks. However, there is room for improvement in defining roles, responsibilities, authorities, and accountabilities at the individual level.

Good Practice in Research: CELLS encourages safe working practices and compliance with national legislation. Health and safety practices are well-established, but improvements are needed in feedback and improvements, especially when external collaborators are involved. Additionally, updating data policies in cybersecurity is necessary.

Dissemination and Exploitation of Results: CELLS actively promotes the dissemination of research results through publications in open-access journals and participation in various communication channels. However, unified guidelines for result exploitation are lacking, and more funding support for publications and conference attendance is needed.

Public Engagement: CELLS engages with the public through events, open days, and initiatives aimed at promoting STEM careers. However, not all employees are equally skilled in public engagement, and more training in communication is required.

Non-Discrimination: CELLS has protocols in place to address workplace harassment and discrimination, including gender-based discrimination. While these protocols exist, some individuals may not be fully aware of them, indicating a need for better communication and training.

Weaknesses:

Evaluation and Appraisal Systems: CELLS employs a common yearly evaluation system, but it is not conducted by an independent committee. This can lead to issues with objectivity and fairness in evaluations. There is widespread skepticism about the current system, highlighting the need for a dedicated working group to explore improvements and address the complexities associated with evaluations.

In conclusion, CELLS demonstrates several strengths in its ethical and professional aspects, including research freedom, adherence to ethical principles, and public engagement efforts. However, there are notable weaknesses, particularly in the evaluation and appraisal systems, where significant improvements and dedicated efforts are needed to ensure fairness and transparency.

Recruitment and selection*

**Strengths and Weaknesses (max. 800 words)**

Recruitment and selection are critical components of building a strong research workforce. Below, we assess the strengths and weaknesses based on the provided information.

Strengths:

Recruitment: The gap analysis highlights the presence of a recent Spanish Science law that clarifies recruitment conditions in research centers, emphasizing non-discrimination and gender balance. It also mentions the establishment of a new procedure based on an opposition-competition system, which aims to ensure objective and fair assessments.

Recruitment (Code): The organization follows the guidelines provided by the "Resolution of the Secretary of State for Public Function," which ensures transparent and well-structured job advertisements. These include descriptions of the institution, functions, requirements, and selection process details.

Selection (Code): The gap analysis mentions that there is a diversity of expertise and competences in selection committees. The organization also ensures gender balance in these committees. It follows a variety of selection practices, such as external expert assessments and face-to-face interviews, which contribute to a comprehensive evaluation process.

Transparency (Code): Candidates are informed about the recruitment process, selection criteria, and the number of available positions before applying. Additionally, information regarding the strengths and weaknesses of their applications is provided upon request after the selection process.

Judging Merit (Code): The selection process considers a wide range of experiences, valuing qualitative and quantitative aspects of candidates' merits. Publications are evaluated based on individual merits rather than journal standing or impact factor, fostering a more holistic approach to assessment.

Variations in Chronological Order of CVs (Code): The organization does not penalize career breaks or variations in CVs. It considers a diversified career path as a valuable contribution to professional development.

Recognition of Mobility Experience (Code): Experience gained in different countries or research settings is highly valued, and candidates with such experiences are actively recruited.

Recognition of Qualifications (Code): The organization recognizes academic and professional qualifications from candidates, irrespective of where they were obtained, in accordance with Catalan and Spanish laws.

Seniority (Code): Qualifications and scientific/technical merits are fully observed in recruitment processes. However, there is a gap in terms of anonymizing profiles during selection processes and providing training for those participating in the process.

Postdoctoral Appointments (Code): Clear rules and guidelines for postdoctoral appointments are in place, and the organization emphasizes career development opportunities for postdoctoral researchers.

Weaknesses:

Recruitment: While the Spanish Science law provides a framework for recruitment, there is a lack of clarity regarding the rules and procedures, which may not be well-known to all recruiters and candidates.

Transparency (Code): Career development prospects are not included in job advertisements. Strengths and weaknesses are shared with candidates upon request


Judging Merit (Code): Although the organization considers a wide range of experiences, there is a gap in external expert assessment to evaluate competencies and personal skills.

Variations in Chronological Order of CVs (Code): There is a need for training on how to deal with career breaks during interviews for the selection board members.

Seniority (Code): Anonymizing profiles during selection processes is not currently practiced, and there is a lack of training for individuals involved in selection processes.

Postdoctoral Appointments (Code): While clear rules exist for postdoctoral appointments, there is a need to specify overheads and possibilities for internal funding explicitly.

In summary, the organization demonstrates several strengths in its recruitment and selection processes, such as recognizing diverse experiences and promoting transparency. However, there are clear opportunities for improvement, including enhancing transparency, providing training, and improving communication with candidates regarding long-term prospects.

Working conditions* **Strengths and Weaknesses (max. 800 words)**

The gap analysis addresses various aspects related to working conditions and social security for researchers, highlighting both strengths and weaknesses.

Strengths:

Recognition of the Profession: ALBA clearly defines the status of researchers at different career stages, ensuring recognition and professional treatment.

Research Environment: ALBA provides an appropriate research environment, including equipment, facilities, and opportunities for collaboration, while adhering to health and safety regulations.

Working Conditions: ALBA's working conditions are generally satisfactory, with the introduction of a teleworking instruction in July 2023. Attention is also given to ensuring a balance between working conditions and financial support, especially for researchers with family conditions.

Gender Balance: ALBA has developed a Gender Equality Plan in 2022, emphasizing clear objectives and measures to achieve gender balance.

Access to Career Advice: ALBA promotes professional development by collaborating with different research institutions and providing opportunities for staff to improve skills and competencies.

Co-authorship: ALBA encourages co-authorship, recognizes contributions to research, and addresses issues related to co-authorship within the organization's control.

Weaknesses:

Working Conditions: While overall conditions are satisfactory, there is a gap in the necessary financial and administrative provisions governing specific working conditions due to local legislation constraints.

Stability and Permanence of Employment: Some researchers have fixed-term contracts that may become undetermined due to legal constraints, creating discomfort.

Funding and Salaries: While ALBA has the possibility to negotiate salaries within a salary range, candidates are not always given this opportunity due to various constraints.

Value of Mobility: While ALBA values diverse origins and education, the value of mobility and continuous education decreases once scientific staff is appointed. A formal mobility policy for ALBA staff is needed to encourage and promote mobility and continuous education.

Intellectual Property Rights (IPR): ALBA offers IPR protection assessment but needs further development to clarify the benefits of R&D results exploitation to inventors. Updating IPR regulations, dissemination, and defining conditions for royalty distribution is essential.

Teaching: Teaching responsibilities are often not well defined, leading to potential overloads for researchers. ALBA should define a policy concerning teaching activities and recognize teaching as part of researchers' duties.

Complaints/Appeals: ALBA has procedures against workplace harassment but needs to approve a procedure for managing interpersonal conflicts to address disputes and grievances effectively.

Participation in Decision-Making Bodies: Researchers' participation in decision-making processes varies by management level, but the text suggests a gap in the involvement of "same-level researchers" in deciding future co-workers.

In summary, ALBA demonstrates several strengths in its approach to working conditions and social security for researchers, such as clear recognition of the profession and a commitment to gender balance. However, there are clear areas for improvement, including addressing gaps in working conditions, stability of employment, mobility, IPR protection, and participation in decision-making processes to enhance the overall research environment.

Training and development*

**Strengths and Weaknesses (max. 800 words)**

The organization has several strengths and weaknesses related to training and development:

Strengths:

Relation with Supervisors: The organization recognizes the importance of establishing a structured and regular relationship between researchers and their supervisors. Feedback mechanisms, such as reports and seminars, are in place to facilitate communication between researchers and supervisors.

Continuing Professional Development: The organization allocates regular funding for formal training, workshops, conferences, and e-learning. This funding is available to both regular scientific staff and early career researchers, including PostDocs and PhD students. Additionally, there is potential for knowledge sharing among staff to enrich their knowledge and skills.

Weaknesses:

Relation with Supervisors: While the organization acknowledges the importance of the researcher-supervisor relationship, there is a lack of a general criterion for establishing this relationship. It currently depends too much on the individual perspective of the supervisor.

Supervision and Managerial Duties: The organization lacks advisor and mentor figures, which are essential for the development of early-stage researchers. Additionally, the role of a scientific secretary, linking staff with secretaries in other facilities and universities, is missing.

Access to Research Training and Continuous Development: Job positions at the organization are often delimited, limiting possibilities for promotion or job function changes. While there is a path to develop additional functions, it is not clearly advertised, and employees must request a personal plan.

Supervision: Early-stage supervision requires time and strong communication skills, which can be challenging for supervisors with high workloads. There is also a lack of a mechanism to control if supervisors are effectively fulfilling their duties.

In summary, while the organization has strengths in providing funding for professional development and recognizing the importance of the researcher-supervisor relationship, there are some weaknesses related to the lack of clear criteria for supervision, the absence of advisor and mentor figures, limited promotion opportunities, and the need for better supervision assessment mechanisms.

3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://www.albasynchrotron.es/en/about/human-resources-strategy-for-researchers-hrs4r> (<https://www.albasynchrotron.es/en/about/human-resources-strategy-for-researchers-hrs4r>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

To create a clear specification of the time budget for own research for each type of position in order to document to which degree research freedom is guaranteed for a given job position and to which degree senior scientists can order or has to approve activities.

GAP Principle(s)

(+/-) 1. Research freedom

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

Q4 2024

Responsible

Unit

Indicator(s) / Target(s)

Experiments

Documentation and dissemination of the specifications

Proposed ACTIONS

Action 2

Explicit statement of ethical principles, including reference to legislation

GAP Principle(s)

(--) 2. Ethical principles

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

Q4 2025

Responsible

Unit

Indicator(s) / Target(s)

Management

Documentation and dissemination of the ethical principles

Action 3

Creation of Bioethical and Ethical Committees

GAP Principle(s)

(--) 2. Ethical principles

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

Q2 2026

Responsible

Unit

Indicator(s) / Target(s)

Management

Documentation of the creation of both Committees

Proposed ACTIONS

Action 4

Establishment of clear protocols to assess that the bioethical principles are respected in research projects

GAP Principle(s)

(--). 2. Ethical principles

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

Q4 2026

Responsible

Unit

Indicator(s) / Target(s)

Experiments

Documentation and dissemination of the protocols

Action 5

Improve the access to published magazines to be updated on the newest research activities.

GAP Principle(s)

(+/-). 3. Professional responsibility

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

Q3 2025

Responsible

Unit

Indicator(s) / Target(s)

Management /

Communication and Outreach Office

Documentation and dissemination of the way to access to these magazines

Proposed ACTIONS

Action 6

Improve the preparation of the person to whom the work is delegated, when somebody leaves temporarily

GAP Principle(s)

(+/-) 3. Professional responsibility

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

Q2 2025

Responsible

Unit	Indicator(s) / Target(s)
Human Resources	Documentation of the protocol to improve the preparation of the person

Action 7

Start organizing periodical meetings with all the persons of the groups/sections/divisions to improve the internal communication

GAP Principle(s)

(+/-) 4. Professional attitude

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

Responsible

Unit	Indicator(s) / Target(s)
All Divisions	Documentation and dissemination of the organization of the meetings

Proposed ACTIONS

Action 8

Create a FAQs relative to the collective agreement in the Intranet and do some training in the newcomer welcome

GAP Principle(s)

(+/-) 5. Contractual and legal obligations

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

Q2 2024

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Documentation of the FAQs

Action 9

Define appropriately the roles, responsibilities, authorities, and accountabilities in the individual level to clarify all the internal procedures regarding researchers

GAP Principle(s)

(+/-) 6. Accountability

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

Q2 2024

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Documentation and dissemination of the Job descriptions

Proposed ACTIONS

Action 10

Define a protocol to seek the feedback from external collaborators in Health&Safety issues.

GAP Principle(s)

(+/-) 7. Good practice in research

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

Q1 2024

Responsible

Unit

Indicator(s) / Target(s)

Health and Safety Office

Documentation and dissemination of the protocol

Action 11

Approve the data policy.

GAP Principle(s)

(+/-) 7. Good practice in research

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

Q1 2024

Responsible

Unit

Indicator(s) / Target(s)

Computing

Documentation and dissemination of the data policy

Proposed ACTIONS

Action 12

Unify the procedure for publication of results generated at ALBA in a public document

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

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

Q3 2025

Responsible

Unit

Indicator(s) / Target(s)

Communication and Outreach Office

Documentation and dissemination of the procedure.

Action 13

Critically review the exploitation results guidelines

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

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

Q3 2025

Responsible

Unit

Indicator(s) / Target(s)

Experiments

Reviewed documentation and dissemination of the guidelines

Proposed ACTIONS

Action 14

Promote the use of existing tools for training in communication for all employees.

GAP Principle(s)

(+/-) 9. Public engagement

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

Q4 2024

Responsible

Unit

Indicator(s) / Target(s)

Communication and Outreach Office

Documentation of the promotion of the existing tools among the employees

Action 15

Mention the existence of the "Protocol for dealing with harassment and discrimination" on the annual all staff and/or H&S meetings.

GAP Principle(s)

(+/-) 10. Non discrimination

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

Permanently

Responsible

Unit

Indicator(s) / Target(s)

Management

Inclusion in the agenda of the meetings

Proposed ACTIONS

Action 16

Increase the trainings for management, people in selection boards and newcomers about the "Protocol for dealing with harassment and discrimination"

GAP Principle(s)

(+/-) 10. Non discrimination

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

Q1 2025

Responsible

Unit	Indicator(s) / Target(s)
Human Resources	Documentation of the promotion of the new training sessions about the protocol

Action 17

Creation of an internal group to discuss a new model of Annual evaluation

GAP Principle(s)

(-/+) 11. Evaluation/ appraisal systems

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

Q4 2025

Responsible

Unit	Indicator(s) / Target(s)
Management / Human Resources	Documentation of the creation of the group

Proposed ACTIONS

Action 18

Recruitment policy to include admission standards for early-career researchers, with measures to facilitate recruitment of disadvantaged groups.

GAP Principle(s)

(+/-) 12. Recruitment

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

Q3 2025

Responsible

Unit	Indicator(s) / Target(s)
Human Resources	Documentation and dissemination of the Recruitment policy

Action 19

Recruitment policy to be stated in job offer conditions and application.

GAP Principle(s)

(+/-) 12. Recruitment

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

Q2 2024

Responsible

Unit	Indicator(s) / Target(s)
Human Resources	Inclusion of the recruitment policy in the job offer

Proposed ACTIONS

Action 20

Establishment of a Code of Conduct for the Recruitment of Researchers.

GAP Principle(s)

(+/-) 12. Recruitment

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

Q4 2024

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Documentation and dissemination of the Code

Action 21

Publish a selection guideline in the webpage and inform of the salary range before the interview. In this guideline there has to be a system to control the quality of the system and how to make complaints by the applicants

GAP Principle(s)

(+/-) 13. Recruitment (Code)

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

Q4 2024

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Documentation of the publication the selection guideline

Proposed ACTIONS

Action 22

Change the selection process in order to add the possibility have more resources (internal or external) to carry out more practices to assess the candidates (interviews, test, etc.)

GAP Principle(s)

(+/-) 14. Selection (Code)

(+/-) 35. Participation in decision-making bodies

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

Q2 2024

Responsible

Unit

Indicator(s) / Target(s)

Human
Resources

Documentation and dissemination of the change in the selection procedure

Action 23

Explain to the candidates that have not won the process that they can ask for their results of the selection process (merits and interviews results) if they want so.

GAP Principle(s)

(-/+) 15. Transparency (Code)

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

Q2 2024

Responsible

Unit

Indicator(s) / Target(s)

Human
Resources /
MIS

Add the possibility to ask for a feedback of the selection process in the communication of the end of the selection process

Proposed ACTIONS

Action 24

Explain in the job offer that there is no discrimination in life and careers.

GAP Principle(s)

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

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

Q4 2023

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Add a note in the job offer that there is no discrimination in life and careers.

Proposed ACTIONS

Action 25

Do some training on the selection processes in general and focus on the way to ask about the CV and career breaks.

GAP Principle(s)

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

(+/-) 20. Seniority (Code)

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

Q2 2025

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Documentation and dissemination of the trainings

Proposed ACTIONS

Action 26

Request anonymized profiles (CV/publication list/motivation letter) anonymous until it is required for an objective evaluation.

GAP Principle(s)

(+/-) 20. Seniority (Code)

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

Q1 2025

Responsible

Unit	Indicator(s) / Target(s)
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Human Resources / MIS	Change of web for applications to the open positions
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Action 27

Explicit statement that Postdoctoral staff of beamline groups is to be included in beamline research projects, will be provided with about 25% of the available inhouse beamline beam time. In addition, the available laboratories with existing instrumentation are available for the researchers' program.

GAP Principle(s)

(+/-) 21. Postdoctoral appointments (Code)

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

Q2 2024

Responsible

Unit	Indicator(s) / Target(s)
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Experiments	Documentation of the change in the job advertisement form
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Proposed ACTIONS

Action 28

Explicit the extra funding for career development in the job position.

GAP Principle(s)

(+/-) 21. Postdoctoral appointments (Code)

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

Q2 2024

Responsible

Unit

Indicator(s) / Target(s)

Human

Documentation of the change in the job advertisement

Resources

form

Action 29

Provide guideline for the different functions on time distribution within the different work areas like research, operation, maintenance, dissemination, or other activities. This guideline will also address required resources like beamtime or equipment.

GAP Principle(s)

(+/-) 23. Research environment

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

Q2 2025

Responsible

Unit

Indicator(s) / Target(s)

Experiments

Documentation and dissemination of the procedure.

Proposed ACTIONS

Action 30

To pay more attention, during setting up the contractual conditions, for having more regular criteria on establishing the salaries depending on the profile of the staff. In particular, a better balance between working conditions and financial support in researchers with specific family conditions is encouraged.

GAP Principle(s)

(+/-) 24. Working conditions

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

Yearly

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation of making an annual review of the regulations that allow to go in this direction

Action 31

Additional benefits for child or elderly/handicapped relatives care could be implemented if the regulation allows it.

GAP Principle(s)

(+/-) 24. Working conditions

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

Yearly

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation of making an annual review of the regulations that allow to go in this direction

Proposed ACTIONS

Action 32

Improve the stability conditions of the researchers in future.

GAP Principle(s)

(-/+) 25. Stability and permanence of employment

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

Yearly

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation of making an annual review of the regulations that allow to go in this direction

Action 33

Considered all the legal and internal constraints with salaries, candidates could negotiate their salary with ALBA.

GAP Principle(s)

(-/+) 26. Funding and salaries

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

Q1 2024

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation of the communication of the job offer to the candidate

Proposed ACTIONS

Action 34

Yearly communication to the staff on the progress of the implementation and on the results of the Gender Equality Plan.

GAP Principle(s)

(+/-) 27. Gender balance

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

Yearly

Responsible

Unit

Indicator(s) / Target(s)

Gender equality commission

Documentation and dissemination of the communication

Action 35

Set up a plan for the individual development of skills, knowledge and experience which help the staff to grow professionally and access to new career possibilities. This should include courses (technical based or management oriented) and promote the career advancement.

GAP Principle(s)

(-/+) 28. Career development

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

Q3 2025

Responsible

Unit

Indicator(s) / Target(s)

Management / Human Resources

Documentation and dissemination of the talent development program

Proposed ACTIONS

Action 36

Establish an ALBA staff mobility policy

GAP Principle(s)

(-/+) 29. Value of mobility

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

Q1 2026

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation and dissemination of the mobility policy

Action 37

Establish a regulation in which is possible to have periods to work outside of ALBA benefiting the worker's role in the Consortium, considering that both the employee and the Consortium have to have an interest on the activity and that the operation, projects and resources of ALBA can not be affected.

GAP Principle(s)

(-/+) 29. Value of mobility

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

Q2 2026

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation of the regulation

Proposed ACTIONS

Action 38

Inform staff on opportunities (e.g. grants) to which they could apply, subject to overlap with existing activities and strategies.

GAP Principle(s)

(+/-) 30. Access to career advice

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

Q1 2025

Responsible

Unit

Indicator(s) / Target(s)

Grants &
Controlling

Documentation and dissemination of the information

Action 39

Update the Intellectual Property Rights regulation to improve the present capabilities and to clarify the benefits of the exploitation of R&D results to the investors.

GAP Principle(s)

(-/+) 31. Intellectual Property Rights

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

Q1 2025

Responsible

Unit

Indicator(s) / Target(s)

Industrial
Liaison
Office

Documentation and dissemination of the updated IPR regulation

Proposed ACTIONS

Action 40

Elaborate clear guidelines when co-authorship is appropriate (in respect to user collaborations)

GAP Principle(s)

(+/-) 32. Co-authorship

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

Q1 2027

Responsible

Unit

Indicator(s) / Target(s)

Experiments

Documentation and dissemination of the guidelines

Action 41

To define a policy concerning teaching activities, giving to the researcher the opportunity of partial-time teaching and recognizing this activity as part of its duties.

GAP Principle(s)

(-/+) 33. Teaching

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

Q2 2025

Responsible

Unit

Indicator(s) / Target(s)

Human Resources

Documentation and dissemination of the policy

Proposed ACTIONS

Action 42

Approve the interpersonal conflicts management procedure

GAP Principle(s)

(-/+) 34. Complains/ appeals

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

Q1 2024

Responsible

Unit

Indicator(s) / Target(s)

Health and
Safety Office
/ Human
Resources

Documentation and dissemination of the procedure.

Action 43

Establish a general criterion on how to structure the relationship with the staff from Management and provide training to supervisors.

GAP Principle(s)

(+/-) 36. Relation with supervisors

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

Responsible

Unit

Indicator(s) / Target(s)

Management
/ Human
Resources

Documentation and dissemination of this criterion among Management and supervisors

Proposed ACTIONS

Action 44

To set up the figure of early-career mentor. This mentor should not be in the supervision line, and would be typically a Scientist from another beamline/section. The mentoring duty should be recognized in the annual evaluation.

GAP Principle(s)

(-/+) 37. Supervision and managerial duties

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

Q2 2025

Responsible

Unit

Indicator(s) / Target(s)

Experiments

/ Humans

Resources

Documentation and dissemination of the guidelines

Action 45

Implement a senior-like scientist figure for experienced researchers.

GAP Principle(s)

(-/+) 39. Access to research training and continuous development

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

Q1 2027

Responsible

Unit

Indicator(s) / Target(s)

Experiments

Documentation of the guidelines and a list of the senior-like scientist

Proposed ACTIONS

Action 46

Increase the number of early stage researchers.

GAP Principle(s)

(-/+) 40. Supervision

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

Responsible

Unit	Indicator(s) / Target(s)
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Experiments	Defining the program and implementation
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Action 47

Stablish a bottom-up evaluation to assess the task of the supervisor

GAP Principle(s)

(-/+) 40. Supervision

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

Q1 2024

Responsible

Unit	Indicator(s) / Target(s)
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Human Resources	Documentation and dissemination of the evaluation
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Unselected principles:

(++) 16. Judging merit (Code) (++) 18. Recognition of mobility experience (Code) (++) 19. Recognition of qualifications (Code)

(++) 22. Recognition of the profession (++) 38. Continuing Professional Development

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

CELLS already follows, to a large extent, an OTM-r system given that the Spanish regulations for the selection of personnel by public consortia require a merit competition for all positions, regardless of the type of employment contract offered.

In this type of selection processes, CELLS makes job advertisements, which has same template form for everyone, in which are specified the functions to be carried out, the minimum requirements to be able to participate in the selection process, the merits that will be assessed (experience, training, published papers, languages, etc.) and their value and what the interview / technical test will be like and its total score. Likewise, an explanation of the system of the selection process is also given and publicity is given to the people who will compose the selection board.

Before the interview, candidates are usually informed of the salary range for the position.

To participate in the selection process, candidates only need to send a cover letter and CV, as well as a list of scientific publications if necessary. Apart from that, nothing else is needed, until they win the position, in which this case they must provide the ID or passport in order to carry out the administrative process of hiring and/or processing the residence permit.

In order to publicize the job advertisements, CELLS has a website only for personnel selection, as well as an e-mail subscription for those people who want to receive the job advertisements. On the other hand, some positions are also advertised depending on their scope on portals such as EURAXESS, Infojobs or LinkedIn , in addition to local job platforms.

Regarding the composition of the selection boards, they must have at least one person of two different genders in order to guarantee gender balance. Likewise, it is also expected that at least one of the people who form it may be from outside CELLS to be able to contribute technically. At the end of the selection process, a job offer is made to the winning candidate and if he accepts, an email is sent to the other applicants informing them that they have not obtained the position. In many cases, candidates who have reached the interview phase and who have not won are also called to give them feedback of the process.

Six months after the winner of the selection process has joined CELLS, an assessment is made of the trial period in which their performance and therefore their suitability for the position are assessed.

From now on, with the implementation of HRS4R's OTM-r, improvements will be made in some aspects such as the publication of personnel

selection guides on the CELLS website, the training of personnel participating in the processes of selection, the improvement of the quality system through greater feedback from the participants in the selection process and publicizing the complaint mechanisms by the participants.

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

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

In order to successfully align organizational policies with the Human Resources Strategy for Researchers (HRS4R) and ensure its recognition as the overarching HR policy, CELLS has devised a comprehensive plan. This plan outlines the strategies for overseeing progress, involving the research community, aligning policies, ensuring implementation, and monitoring progress.

1. Oversight of Progress:

The implementation of the Action Plan will be overseen by the Human Resources Section, with support from the Working Group. To ensure regular oversight, an implementation committee and/or steering group will hold annual meetings to critically review progress. These meetings will include reports on planned actions' progress and future execution strategies.

2. Involvement of the Research Community:

Many actions within the plan fall under the responsibility of the Experiments Division, where most scientists at CELLS are located. This naturally involves a significant part of the scientific community. Moreover, scientific staff members will be part of the implementation committee and/or steering group to monitor progress. Regular communication via email will keep all staff informed about action progress.

3. Alignment of Organizational Policies:

CELLE's alignment with HRS4R will adhere to Spanish regulations for public entities (Law 40/2025), which need periodic planning tied to the organization's strategic plan, mission, and vision. Objectives for directors are linked to this planning, and compliance is overseen by CELLS Boards. The next CELLS strategic plan (2025-2028) will explicitly incorporate HRS4R, making it a core element in all strategic planning and policy implementation.

4. Ensuring Implementation of Proposed Actions:

To ensure the implementation of proposed actions, the Human Resources Section will conduct periodic checks with responsible individuals or departments. Communication tools such as emails, meetings, and documentation requests will be used to verify action completion. Integration

of actions within other plans like Gender Equality and Psycho-Social Risk Prevention will further incentivize effective implementation.

5. Monitoring Progress (Timeline):

Progress will be monitored on a quarterly basis by the working group, who will update a document available online. This document can be accessed and updated by all relevant parties, including Human Resources, the working group, the steering committee, and action responsables.

6. Measuring Progress (Indicators):

Progress will be measured using specific indicators. For numeric indicators, achievement will be expressed as a percentage of the goal, with a maximum of 100%. For actions resulting in deliverables, progress will be categorized into stages: "to be started / started / draft / approved," with each stage marked as "on time" or "delayed." Action responsables will provide feedback on action status through established follow-up procedures. Overall progress will be evaluated using numeric indicators and statistical data on the status of expected deliverables.

Incorporating these strategies and mechanisms will ensure that CELLS effectively aligns its organizational policies with HRS4R and successfully implements and monitors progress toward this important goal.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

The implementation of the Action plan will be coordinated by the Human Resources Section, with support by Working group, as part of the common responsibilities in supervision of compliance and best practice. As major checkpoints of supervision, the implementation committee and /or steering group will hold annual meetings in which the progress in the action plan is critically reviewed. At these meetings, reports on the progress of the planned actions and how the execution of the planned actions is planned for the future must be provided.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

Many of the actions that are planned will be the responsibility of the Experiments Division, which is where the vast majority of scientists are in CELLS. This is why in many of the actions there will be a good part of the scientific community involved. In addition to this, in the implementation committee and /or steering group there will be scientific staff who will also monitor the implementation. At the same time, there will be communications by mail to all the staffs informing about the progress of the actions.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the * organisation's research strategy, as the overarching HR policy.



Detailed description and duly justification (max. 500 words)

The Spanish regulations for public entities (Law 40/2025) requires periodical planning linked to overall strategic planning, mission and vision of the organizations. It also requires to link the directors' objectives to the objectives of the periodical planning. All plans and objectives are approved by the CELLS Boards. Compliance with Law 40/2015 controlled by the Court of Auditors.

For the current planning period 2021-2024, specific objectives for the organization and directors' are explicitly linked to the strategic plan of the ICTS Map, supervised by the Spanish Ministry of Science. Annual plans of projects and actions define specific objectives on short term that shall contribute to the objectives of plurianual planning of activity and the overall strategy. Progress and compliance are reviewed on a yearly basis by the Government Boards. Overall strategic compliance is peer review at the end of the planning periods.

The next CELLS strategic plan 2025-2028 shall include explicitly HRS4R as core element, name obtaining and maintaining the HRS4R award alignment of personnel policies as objective. This way, HRS4R will be integral part of all strategic planning and implementation of action and activity.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

Periodic checks by the Human Resources Section with the responsables of the ongoing or programmed actions shall be carried out. Instruments therefore are e-mails or meetings or requests of documentation that proves that the action has been done. Many of the planned actions are also congruent, complementary or integrated within other action plans, such as Gender Equality plan or Psycho Social Risk Prevention. This should further enforce and motivate effective implementation.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Every 3 months the working group will be updating a document where progress will be monitored. This document will be uploaded online and will be able to be consulted and updated by the agents involved in the execution (Human Resources, working group , steering Committee and responsible for each action).

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

For each action, where the indicator is numeric, the percentage of achievement shall be the ratio of achieved versus the goal with a maximum of 100%. For each action where the indicator is the confection of a concrete deliverable item (such as a document), the progress will be valued in for stages "to be started / started / draft / approved". Each of these items shall also have one of the attribute "on time / delayed". The responsible of the action, through the established follow-up procedures, shall give feedback on the status of the action to the Human Resources Section.

The overall progress is measured by the numeric progress in the numeric indicators and by statistical information on the progress status of the expected deliverables

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

Apart from what it has been explained, we will send a periodic a staff Survey for Evaluation for the implementation of the plan. While the plan extensively involves the leadership, management, and various committees, it's equally important to gather feedback from the staff who will be directly affected by these changes. Incorporating a staff survey can provide valuable insights into their perspectives, concerns, and suggestions regarding the implementation of HRS4R. This feedback can help identify potential challenges, gauge employee satisfaction, and ensure that the process is as inclusive as possible.