



HRS4R Initial Phase

Action Plan

24th of July 2024

Index

1	Organizational Information	3
	Organizational profile	3
	Key Figures	4
2	Strengths and weaknesses of the current practice	5
	Ethical and professional aspects	5
	Recruitment and selection	6
	Working conditions	8
	Training and development	8
3	Actions	10
	Scientific Career	10
	Selection and recruitment/OTM-R	13
	Other talent management processes	15
	Good practices of research	17
	Working conditions	19
	Training and professional development	20
	Communication and public engagement	23
	Internal cohesion and organizational culture	25
	Gantt Chart	27
	OTM - R policy	30
4	Implementation	33

1 Organizational Information

Organizational profile

The **Galician Centre for Mathematical Research and Technology (CITMAga)** was created in 2021 by agreement of the three public universities of Galicia (University of A Coruña -UDC-, University of Santiago de Compostela -USC- and University of Vigo -UVigo), in order to integrate the scientific capabilities in the field of Mathematics, sharing vision and strategy.

CITMAga mission is to be a pillar of excellence in the ecosystem of innovation and research and mathematical technology of Galicia, attracting and retaining talent, with a strong commitment to knowledge transfer and giving society and industry a competitive and sustainable advantage through access to first-class innovative technologies.

With the motivation to foster a collaborative culture, which seeks excellence in research, innovation and training, **CITMAga** aspires to become a national and international benchmark for our excellent scientific results and for obtaining a remarkable economic and social impact through the transfer of knowledge.

The following values shape our identity and guide the way we work: academic freedom; excellence; equal opportunities and treatment, regardless of sex, age, social or religious status; sensitivity towards global challenges; collaboration; ethics and accountability, social responsibility and commitment to Open Science.

Key Figures

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	173
Of whom are international (i.e. foreign nationality) *	3
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	39
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	73
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	45
Of whom are stage R1 = in most organisations corresponding with doctoral level *	55
Total number of students (if relevant) *	
Total number of staff (including management, administrative, teaching and research staff) *	179

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	1.482.233,68 €
Annual organisational direct government funding (designated for research)	0,00 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	179.302,99 €
Annual funding from private, non-government sources, designated for research	853.679,60 €

2 Strengths and weaknesses of the current practice

As mentioned above **CITMAga** is a consortium of the three public universities of Galicia. These institutions obtained the HRS4R award in 2017 and renewed it in 2021 and 2022.

- University of Santiago de Compostela: <https://www.usc.gal/en/research-in-usc/hrs4r>¹
- University of A Coruña: <https://www.udc.es/es/hrs4r/>
- University of Vigo: <https://www.uvigo.gal/es/investigiar/hr-excelencia-investigacion>

In this context, the Charter and Code principles and the OTM-R checklist items have been considered when **CITMAga** was created in 2021. In fact, the statutes of the centre mention that selection processes will be carried out considering that OTM-R principles. Likewise, the C&C principles already guide the centre's strategy and dynamics. For this reason, most of the principles analysed are fully (or almost) implemented.

Ethical and professional aspects

Strengths

Compliance with the principles relating to ethical and professional aspects is favored by two conditions: the legal framework of Spanish universities and the evaluation procedure for the creation of a research centre within the framework of the Galician University System, which requires the development of a regulatory and strategic corpus that encompasses compliance with most of the principles relating to ethical and professional aspects.

In this sense, it is considered that the centre has implemented the principles relating to freedom of research, professional responsibility, professional attitude, legal and contractual obligations and transparency. Evidence of compliance with these principles is published in the transparency section of the centre's website, which includes the statutes, internal regulations, strategic plan, etc. In any case, the action plan includes actions to raise visibility and strengthen the culture around these issues. (e.g. Code on ethics and good research practices, Welcome guide, training, etc.)

Dissemination and exploitation of results is another distinctive aspect of the centre. **CITMAga** was created from ITMATI, a research unit focused on activities with the business sector in the field of mathematics. So, results transfer culture is strongly established in the organization:

- Chapter III of the statutes regulates the conditions for the exploitation of results.

¹ Nota para revisores internos: esta versión del documento incluye URLs y no hyperlinks porque la e-tool en la que hay que cargar este contenido no lo permite. En la versión final para su publicación en la web de CITMAGA las URLs se sustituirán por hyperlinks.

- Mechanisms are available for the different casuistry: R&D contracts, services, etc.
- The centre has transfer management staff, whose functions include promoting knowledge transfer and ensuring compliance with regulations in relations with third parties.

Finally, it is worth noting the compliance with the principle of public engagement. There is a communication plan (see Action 26) that includes the objectives and actions in public engagement. Since 2023, there is also an outreach committee that coordinates these actions.

Outreach activities are strategic for the centre, which is considered a reference in mathematical outreach. The centre has activities aimed at different stakeholder profiles. The web is the main channel for dissemination of outreach activities, but other tools are relevant such as newsletters and mailing campaigns.

Weaknesses

Ethical behavior in all aspects of **CITMAga** activity is one of the strategic values of the centre. There is a main concern at the centre about the reputation of mathematical research with respect to current problems in the area, at an international level. This principle has been indicated as insufficiently implemented to address the need to strengthen the culture of the centre with regard to ethical issues. Although the ethical codes of the universities that form **CITMAga** are of application, the centre does not have its own code of ethics and not many internal activities to raise awareness about ethics in science have been carried out up until now.

Women are underrepresented in **CITMAga** -so they are in STEAM- and efforts have to be made to increase the share of women in research staff. In this respect, the main action is the fully implementation of the measures of the equality plan, currently in progress.

Finally, the principle of evaluation is included as a weakness, as the institutional evaluation procedure to be implemented by the External Scientific Advisory Board in the second half of 2025 is still to be developed.

Recruitment and selection

In order to analyse the principles of recruitment and selection, it is necessary to take into account the different professional profiles that make up the centre, which conditions **CITMAga**'s role in these processes.

- **Affiliate research staff:** teaching and research staff from the universities participating in **CITMAga**. It includes university teaching staff, contracted doctoral teaching staff, doctoral assistant teaching staff, emeritus teaching staff, postdoctoral research staff hired in charge of calls for competitive human resources (Ramón y Cajal, Juan de la Cierva training and incorporation, Beatriz Galindo, Marie Curie, Postdoctoral Xunta, etc.), distinguished research staff and other equivalent figures.

Affiliate research staff is hired by the universities that form **CITMAga**, they join the centre if they obtain a positive evaluation at the Call for affiliates. The call for affiliates already complies with OTM-R principles and also takes into account that **CITMAga** is member of DORA.

- **Own research staff** hired by **CITMAga** on behalf of competitive human resources programs, research programs of the centre or on behalf of research or transfer activities of the consortium, following the current regulatory framework. Recruitment and selection procedures for own research staff comply with the OTM-R principles.
- **Collaborator research staff**, teaching and research staff from the universities participating in the consortium, and research staff from other entities that form part of it or are affiliated to it through stable institutional agreements, who actively collaborate in any research or transfer activity from **CITMAga**.
- **Training Research staff** **CITMAga** training research staff is the student body enrolled in a doctoral program at the universities participating in the consortium supervised or cosupervised by a member of the research staff affiliated with the consortium.
- **Internships**: In order to configure its strategy for attracting talent at all levels, **CITMAga** has signed educational collaboration agreements with Galician universities to carry out external curricular and extracurricular internships for undergraduate, engineering and graduate students, to promote the initiation of research careers, carrying out training practices at the centre.
- **Technical staff**: technical support staff for research, transfer and management of the centre, who carry out technical or administrative support tasks. Personnel hired on behalf of the centre's research programs, on behalf of competitive human resources programs, or on behalf of research or transfer activities of the consortium, following the current regulatory framework.

In addition to these profiles, the centre aims in the next five years to have its own pre-doctoral and post-doctoral staff and to offer a complete research career path.

Strengths

CITMAga's main strength with respect to recruitment and selection principles is the recognition in the statutes of the centre that talent policies have to comply with OTM-R criteria. In this sense, with regard to affiliated staff, it is an advantage that the universities of the consortium already have OTM-R policies that have been positively evaluated in the framework of the HRS4R initiative. Likewise, in the case of its own staff, it should be noted that the centre drew up a preliminary OTM-R policy prior to applying for the HRS4R label. Considering this context, it is considered that the following principles have been implemented (or almost fully implemented): recruitment, selection, transparency, as well as those related to merit. In any case, actions aimed at adjusting some procedures and improving their dissemination are included.

Weaknesses

Although the OTM-R policy has been in place since the creation of the centre, the centre's main weakness is the lack of a career plan. Two phases are envisaged for its development, the first relating to its own research staff - a category that currently groups together profiles with different levels of training and years of experience - and the second relating to the staff as a whole – including the new own pre-doctoral and postdoctoral staff, as well as affiliated staff and the management team.

The lack of a career plan has a negative impact on the visibility of the career path at **CITMAga**. Although all the information is on the web (internal regulations, type of staff, job offers, call for affiliate, etc.), for external candidates it is not clear the professional itinerary that the centre offers and what are the procedures to follow. In this sense, together with the development of a career plan, other actions are included (e.g. research career map, improvement of the web including a section about careers, etc.).

Finally, the principle of judging merit has been considered also an improvement area. **CITMAga** has joined DORA, and the call for affiliate research staff is based on DORA criteria. However, the centre needs to strengthen the culture and capabilities in qualitative assessment, beyond the selection process for affiliate research staff.

Working conditions

Strengths

Some of the principles included in the section of working conditions and social security are guaranteed by the European and Spanish labour legislation and for this reason are fully implemented (or almost fully implemented if measures to improve it have been included in the plan. This is the case of the following principles: working conditions, stability and permanence in employment or funding and salaries. Other areas well covered are complaint and appeals, co-authorship, participation in decision making bodies or intellectual property rights.

Weaknesses

In the case of principles such as recognition of the profession or research environment, to attract talent one of the main handicaps is again the lack of a career plan showing the professional itinerary to follow in **CITMAga**. In this sense, another main area of improvement are the processes to facilitate the establishment of the new staff such as a welcome protocol, guide and activities to meet the research community.

One aspect that is not captured in a single principle is internal cohesion and culture. In this respect, as staff are distributed across the different campuses is necessary to carry out activities to build a research community with a common culture. The plan includes actions to address this weakness: a communication plan, working groups or a small fund for joint projects.

Training and development

Strengths

CITMAga's strategic plan includes in its strategic objectives to support the professional development of competent professionals and to contribute to the creation of new generations of researchers in Mathematics. However, training and development is still one of the main areas of improvement of the centre.

To achieve these objectives, since its creation in 2021 **CITMAga** offers scientific training actions for the different stages of the research career and facilitates the participation of its staff in training courses in transversal competences of external entities, since it does not yet have its own offer.

Weaknesses

Concerning access to career advice, the centre does not have a specialized unit in human resources development. Supervisors provide career advice as part of their function as directors of doctoral thesis or project management. The staff is also encouraged to attend external activities in this field, since there is not an internal offer.

Again the lack of a career plan identifying technical and transversal competences is a handicap for the development of a training and career development strategy. For this reason the action plan includes first the development of the career plan and next the development of a training and career development plan.

3 Actions

Scientific Career

Action 1 Dissemination of the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the USC								
Description	<p>The current career plan for the own researchers of CITMAga is the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the University of Santiago, published in the Official Gazette of Galicia (DOG) on 17 September 2021, is part of the regulatory corpus of the Registry of Collective Labour Agreements of the Autonomous Community of Galicia (Regcon). This agreement is reviewed annually.</p> <p>The action involves the annual dissemination of the agreement. The revision of the agreement will be filed in each researcher's virtual labour management folder.</p>							
GAP Principle(s)	12. Recruitment		22. Recognition of the profession					
	13. Recruitment (Code)		26. Funding and salaries					
	16. Judging merit (Code)							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Management unit							
Indicator(s) / Target(s)	100% of the own research staff has the revision of the agreement in its labour management folder				R1 and R2			

Action 2 Career plan for the own research staff

Description	<p>At present, the own research staff of CITMAga is made up of researchers dedicated mainly to research and technological development projects for companies. These are profiles interested in developing a professional career in R&D, but who do not want to follow the academic path.</p> <p>The agreement mentioned in action 1 includes the categories and salaries for this group, but it cannot be considered a career plan.</p> <p>The objective of this action is to develop a specific professional career path for the own research staff, which contemplates the technical and transversal competences of this group.</p>								
GAP Principle(s)	12. Recruitment		30. Access to career advice						
	13. Recruitment (Code)		37. Supervision and managerial duties						
	16. Judging merit (Code)		39. Access to research training and continuous development						
	22. Recognition of the profession								
	26. Funding and salaries								
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Scientific Director								
Indicator(s) / Target(s)	Plan approved by December 2026				R1 and R2				

Action 3 CITMAga Career plan (for all the staff)

Description	<p>Although at present the predoctoral and postdoctoral staff affiliated to CITMAga belong to the partner universities, as basal funding becomes available programs will be implemented to attract our own predoctoral and postdoctoral personnel. In this way, the current professional figures will be completed with the own predoctoral and postdoctoral personnel with the option of developing an academic research career in CITMAga.</p> <p>This action focuses on the development of the CITMAga career plan for all professional categories: technical research staff, current own research staff, predoc, postdoc, affiliated research staff, as well as management staff.</p>								
GAP Principle(s)	12. Recruitment		26. Funding and salaries						
	13. Recruitment (Code)		30. Access to career advice						
	16. Judging merit (Code)		37. Supervision and managerial duties						
	21. Postdoctoral appointment								

	22. Recognition of the profession				39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Director							
Indicator(s) / Target(s)	Plan approved by December 2027				R1 to R4 Management staff			

Action 4 Research Career Map

Description	Development and updating of an infographic describing CITMAga's career path.							
GAP Principle(s)	12. Recruitment 13. Recruitment (Code)				22. Recognition of the profession			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Director							
Indicator(s) / Target(s)	Infographic publication on the website				R1 to R4 Management staff			

Selection and recruitment/OTM-R

Action 5 Hiring needs analysis									
Description	Conduct a 5-year hiring needs analysis based on the census data of affiliated researchers, identifying the profiles needed to maintain and strengthen the Scientific Agenda and the functional areas.								
GAP Principle(s)	12. Recruitment 13. Recruitment (Code)				14. Selection (Code)				
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Scientific Director								
Indicator(s) / Target(s)	Analysis approval by the Steering Committee				R1 to R4 Management staff				
Action 6 Review of selection processes according to the Equality Plan and OTM-R principles									
Description	<p>This action includes three measures:</p> <p>Revise the standardized job offer template to ensure the systematic use of inclusive language and convey CITMaga's commitment to gender equality.</p> <p>Review the composition of selection committees to ensure gender balanced participation.</p> <p>Improvement of selection processes: dissemination of the admission list, feed-back to candidates, introduction of soft skills in merits to be assessed</p>								
GAP Principle(s)	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency				16. Judging merit (Code) 10. Non discrimination 27. Gender balance				
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Responsible Unit	Management unit								
Indicator(s) / Target(s)	Evolution of staff gender balance along the period Publication of the composition of evaluation committees in job offers				R1 to R4 Management staff				

Action 7 OTM-R Policy

Description	<p>Elaboration and dissemination of the OTM-R policy document including the following aspects: definition of the categories of personnel and their fit in the R1 to R4 framework; description of the legal framework, phases and selection procedures for each category.</p> <p>First version: S2 2025 Second version: S2 2027 (together with the career plan)</p>															
GAP Principle(s)	12. Recruitment		13. Recruitment (Code)		14. Selection (Code)		15. Transparency		16. Judging merit (Code)		10. Non discrimination		27. Gender balance			
Timing	2025		2026		2027		2028									
	S1	S2	S1	S2	S1	S2	S1	S2	S1	S2						
Responsible Unit	Management unit															
Indicator(s) / Target(s)	OTM-R policy approval by the Governing Council						R1 to R4						Publication of the OTM-R policy on the website		Management staff	

Action 8 OTM-R Training

Description	Annual workshop about OTM-R policy for research and management staff involved in selection and recruitment															
GAP Principle(s)	12. Recruitment		13. Recruitment (Code)		14. Selection (Code)		15. Transparency		16. Judging merit (Code)		10. Non discrimination		27. Gender balance			
Timing	2025		2026		2027		2028									
	S1	S2	S1	S2	S1	S2	S1	S2	S1	S2						
Responsible Unit	Management unit															
Indicator(s) / Target(s)	One workshop organised by year						R3 and R4						Number of R3 and R4 trained in OTM-R		Management staff	

Other talent management processes

Action 9 Welcome protocol								
Description	<p>Welcome activities are aimed at facilitating the onboarding process for new staff members, regardless of their profile. In addition to their operational value, these measures also act as the first channel to transmit to new professionals the values of the organizational culture and begin to foster a sense of belonging to the centre.</p> <p>Considering the configuration of CITMAga as the first interuniversity research centre of the SUG, together with the fact that it is a newly created centre, it is considered a priority to develop a welcoming protocol that addresses the different cases of incorporation. For example, depending on their origin (personnel from SUG and external personnel), their functional profile (research, technical support, direction and management), or the stage of their professional career (doctoral students, postdoctoral students, principal investigators, etc.), or even the case of external suppliers and collaborators, if considered of interest.</p>							
GAP Principle(s)	22. Recognition of the profession		23. Research environment		34. Complains/ appeals		37. Supervision and managerial duties	
							39. Access to research training and continuous development	
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Publication of the protocol on the website				R1 to R4 Management staff			

Action 10 Welcome guide	
Description	<p>The purpose of this manual is to facilitate the incorporation into the workplace, aiming at a quick, efficient and, above all, safe integration.</p> <p>Among other topics to be addressed are: a) CITMAga: structure, services, organization and location; b) Incorporation: procedures, intranet, etc.; c) Occupational health and safety; security; d) Access to technical services, infrastructures, information repositories, e) Information technologies, f) Additional practical Information, etc.</p>

GAP Principle(s)	5. Contractual and legal obligations 22. Recognition of the profession 23. Research environment				34. Complain/appeals 37. Supervision and managerial duties 39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Publication of the guide on the website				R1 to R4 Management staff			

Action 11 Welcome Day at Biennial CITMAga Conference

Description	<p>New affiliated research staff join the centre every two years through the call for affiliate.</p> <p>Every two years we celebrate the Biennial CITMAga Conference that includes a section for welcoming the new affiliated research staff.</p> <p>Next calls for affiliate research staff will be launched by 2025 and 2027, new staff will join the centre by 2026 and 2028</p>							
GAP Principle(s)	22. Recognition of the profession 23. Research environment				39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	100% of new affiliate research staff attends de Biennial welcome day				R3 and R4			

Action 12 Development of procedure for Assessment of affiliate research staff

Description	<p>Affiliate research staff join the CITMAga for a period of four years extendable for periods of the same duration, subject to a favourable evaluation by the External Scientific Advisory Committee.</p> <p>The next assessment will be carried in 2025, so the assessment procedure has to be developed.</p>							
GAP Principle(s)	11. Evaluation/Appraisal systems				16. Judging merit (Code)			

Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Director and External Scientific Advisory Board							
Indicator(s) / Target(s)	Procedure approval by Steering Committee by June 2025				R3 and R4			

Action 13 Resigning protocol

Description	Research personnel who do not pass the evaluation process must leave the centre. This protocol will establish the steps to be taken in this process to ensure a smooth and amicable exit.							
GAP Principle(s)	16. Judging merit (Code) 34. Complains/ appeals							
Timing	2025		2026		2027		2028	
	S1	S2		S2	S1	S2		S2
Responsible Unit	Scientific Director							
Indicator(s) / Target(s)	Procedure approval by Steering Committee by June 2025				R3 and R4			

Good practices of research

Action 14 Code of ethics and good research practices

Description	Ethics and accountability are strategic values of CITMAga , this means that are transversal principles in all aspects of each activity, with a professional and responsible attitude, establishing a code of ethics and good research practices. Special attention will be paid to the adoption of measures to avoid the dual use or misuse of the research results of the projects promoted and developed at CITMAga . In particular, projects with a military orientation will not be carried out.							
GAP Principle(s)	1. Research freedom 2. Ethical principles				3. Professional responsibility 7. Good practice in research 32. Coauthorship			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Director							

Indicator(s) / Target(s)	Publication of the Guide of Good Practice on the web by December 2025 100% of CITMAga staff receives de code by mail	R1 to R4 Management staff
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Action 15 Support services on good research practices

Description	CITMAga has two units, R&D and technology transfer, that provide support and advice to research staff. If basal funding is obtained, a new unit will be implemented to meet new needs of scientific practice: ethics, open science, data management and RRI aspects in general.							
GAP Principle(s)	2. Ethical principles 7. Good practice in research				8. Dissemination, exploitation of results 31. Intellectual Property rights			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Director							
Indicator(s) / Target(s)	Launching of GRP unit				R1 to R4			

Action 16 Seminars on ethics

Description	The scientific seminars are a consolidated activity with a high participation of the centre's research personnel. Once the code of ethics has been drawn up, annual seminars on this subject will be included. The seminars will be addressed to the entire research community, with special attention to new research staff.							
GAP Principle(s)	2. Ethical principles 7. Good practice in research							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	At least 20 % of research staff attends the seminars in 26 At least 40% of research staff attends de seminars in 27 At least 60% of research staff attends de seminars in 28				R1 to R4			

Action 17 National Security Scheme (ENS)

Description	<p>The National Security Scheme (ENS) is a regulation that aims to establish the security policy for the use of electronic media related to public administration and is made up of basic principles and minimum requirements that allow adequate protection of information.</p> <p>This action encompasses the adaptation of CITMAga procedures to comply with this regulation.</p>							
GAP Principle(s)	7. Good practice in research							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Management unit							
Indicator(s) / Target(s)	Get the ENS accreditation				R1 to R4 Management staff			

Working conditions

Action 18 Work climate survey

Description	<p>The purpose of the work climate survey is to evaluate the degree of satisfaction of the centre's personnel with working conditions, as well as to measure the impact of the implementation of the HRS4R plan.</p>							
GAP Principle(s)	24. Working conditions				34. Complains/ appeals			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Management unit							
Indicator(s) / Target(s)	25% of staff answering the survey 50% of staff answering the survey				R1 to R4 Management staff			

Action 19 Equality Plan

Description	<p>In 2023 CITMAga developed its first Equality Plan 2023-2027 which complies with Horizonte Europa's guide on equality plans. It includes five areas: work-life balance; gender balance in leadership and decision making; gender equality in recruitment and career progression; gender equality in and</p>							
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	<p>decision-making; gender equality in recruitment and career progression; gender mainstreaming in research and measures against gender-based violence, including sexual harassment.</p> <p>The plan will be implemented during this period and a new plan will be developed for the period 2028-2032.</p>							
GAP Principle(s)	10. Non discrimination 24. Working conditions				27. Gender balance			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Equality Committee							
Indicator(s) / Target(s)	Compliance with the Equality Plan indicators Publication of 2028-2032 Equality Plan on the website				R1 to R4 Management staff			

Action 20 Operational working groups

Description	<p>The Steering Committee is CITMAga's collegial management body, its functions include making decisions regarding implementation, follow-up and improvement of CITMAga's multi-year programming or action plans.</p> <p>In order to increase the participation of research personnel in operational decisions, different working groups will be created with specific tasks: technology transfer, internationalization and ethics.</p>							
GAP Principle(s)	2. Ethical principles 8. Dissemination, exploitation of results				23. Research environment 31. Intellectual property rights 35. Participation in decision making bodies			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Implementation of working groups				R3 and R4			

Training and professional development

Action 21 Explora Scholarships

Description	<p>The objective of the Explora grants is to encourage initiation in research by attracting master's students interested in carrying out training internships within the framework of CITMaga's M4 Scientific Agenda.</p> <p>Students participating in the program will begin research on the assigned topic and will be able to participate in the activities organized at the centre.</p>							
GAP Principle(s)	28. Career development				39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Scientific Director							
Indicator(s) / Target(s)	14 scholarships awarded by year				R1			

Action 22 Research Initiation Seminar (SII)

Description	<p>Activity promoted and organized by R1 to disseminate their research, obtain feedback and exchange knowledge and experience with their peers. This activity affects the development of transversal competences of the R1 staff, such as: organization and management, public communication, teamwork, etc.</p>							
GAP Principle(s)	4. Professional attitude 23. Research environment				28. Career development 39. Access to research training and continuous development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	SII organising Committee							
Indicator(s) / Target(s)	12 seminars organised by year				R1			

Action 23 Scientific and technical seminars

Description	<p>Scientific seminars in online format open to the participation of the entire CITMaga scientific community. Topics of the seminar are directly linked with CITMaga's scientific agenda, as well as other topics of interest for future research plans.</p> <p>Seminars are given by in-house, visiting or invited staff.</p>							
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GAP Principle(s)	4. Professional attitude 23. Research environment		38. Continuing Professional Development 39. Access to research training and continuous development					
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	At least 25 seminars organised by year, with balanced distribution across scientific agenda areas				R1 to R4			

Action 24 Scientific and technical courses

Description	Training activities on Training courses on scientific or technical topics of interest to the scientific community. Unlike seminars, these courses have an average duration of 20 hours. Topics of the courses are directly linked with CITMAga 's scientific agenda, as well as other topics of interest for future research plans. The courses are given by experts in the chosen topics.							
GAP Principle(s)	28. Career development 38. Continuing Professional Development		39. Access to research training and continuous development					
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	At least 6 courses organised by year				R1 to R4			

Action 25 Soft skills training activities

Description	CITMAga does not currently have its own training program in transversal competencies. However, the centre's staff is provided with information on the training offered in this field by the universities of the consortium and the agents of the innovation system. In this way, the centre's staff participates in training activities on project management, knowledge transfer, entrepreneurship and other activities of interest to them.							
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GAP Principle(s)	28. Career development 38. Continuing Professional Development		39. Access to research training and continuous development					
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Number of external training activities in which the centre's staff participates.				R1to R4 Management staff			

Action 26 Training plan

Description	Once CITMAga 's career plan, scheduled for 2027, has been drawn up, the training and professional development plan will be defined. The plan will take into account the technical and transversal competencies defined for the different profiles of the centre.							
GAP Principle(s)	28. Career development 37. Supervision and managerial duties 38. Continuing Professional Development		39. Access to research training and continuous development 40. Supervision					
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Number of external training activities in which the centre's staff participates.				R1 to R4 Management staff			

Communication and public engagement

Action 27 Communication Plan

Description	In 2023 CITMAga developed its first Communication Plan 2023-2025. In 2025 a new communication plan will be developed to cover the period 2025-2028.							
GAP Principle(s)	4. Professional attitude				9. Public engagement			

	8. Dissemination, exploitation of results				22. Recognition of the profession 23. Research environment			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Communication plan approval by the Steering Committee by December 2025 Publication of the 2025-28 Communication Plan on the website				R1 to R4 Management staff			

Action 28 Careers section at the website

Description	The CITMAga website contains complete information on strategic, organizational and operational aspects of the centre. However, the gap analysis has identified the need to improve the information on talent management. Currently this information is distributed in different sections, which makes it difficult for the external audience to understand the opportunities for the development of a scientific career offered by the centre. A new section about careers will be developed when the career plan will be accomplished.							
GAP Principle(s)	1. Research freedom 4. Professional attitude 5. Contractual and legal obligations 22. Recognition of the profession				23. Research environment 24. Working conditions 29. Value of mobility 38. Continuing Professional Development			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Career section published on the website				R1 to R4 Management staff			

Action 29 Outreach Program

Description	<p>CITMAga has a complete and recognized innovative outreach program aimed at different target audiences, mainly schoolchildren and society in general.</p> <p>The program includes different activities designed ad-hoc for the different targets: talks, workshops, competitions, etc.</p>							
GAP Principle(s)	9. Public engagement							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Outreach Committee							
Indicator(s) / Target(s)	Number of different activities Number of R1 in outreach activities Number of R2 to R4 in outreach activities				R1 to R4 Management staff			

Internal cohesion and organizational culture

Action 30 Collab-Days

Description	<p>Collab-Days is an internal call for cooperative projects addressing topics of the scientific agenda of CITMAga.</p> <p>The scientific agenda of CITMAga, M4 Agenda (Maths for), includes four areas of research and transfer organized in research programs: M4 science and knowledge, M4 digital society, M4 life and sustainability and M4 industrial competitiveness.</p> <p>Selected projects will receive advice and support from the R&D unit to look for private or public funds. If funding is available, the internal RISCO fund could cover some of these projects. RISCO stands for Research in Interdisciplinary Scientific Cooperation.</p>							
GAP Principle(s)	4. Professional attitude				23. Research environment			
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	Number of projects submitted to the Collab-Days call Number of projects selected by the Collab-Days call				R2 to R4			

	Number of projects funded by RISCO fund	
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Action 31 Pro-assessment culture

Description	<p>Institutional assessment of university research centre is somehow a new governance approach.</p> <p>To remain at the forefront of new evaluation approaches and their application in the strategic direction and operational management of the centre, we will participate in international and national initiatives that address this issue.</p>							
GAP Principle(s)	23. Research environment							
Timing	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2
Responsible Unit	Steering Committee							
Indicator(s) / Target(s)	<p>List of initiatives in which we participate</p> <p>Main changes in terms of institutional evaluation</p>				R1 to R4			

Gantt Chart

Scientific Career									
Action 1 Dissemination of the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the USC									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 2 Career plan for the own research staff									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 3 CITMAga Career plan (for all the staff)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 4 Research Career Map									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
OTM-R / Selection and recruitment									
Action 5 Hiring needs analysis									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 6 Review of selection processes according to the Equality Plan and OTM-R principles									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 7 OTM-R Policy									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 8 OTM-R Training									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Other talent management processes									
Action 9 Welcome protocol									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 10 Welcome guide									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

Action 11 Welcome Day at Biennial CITM Aga Conference									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 12 Development of the procedure for the assessment of affiliate research staff									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2		S2	
Action 13 Resigning protocol									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2		S2	
Good practices in research									
Action 14 Code of ethics and good research practices									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 15 Support services on good research practices									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 16 Seminars of ethics									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 17 National Security Scheme (ENS)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Working conditions									
Action 18 Work climate survey									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 19 Equality Plan									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 20 Operational working groups									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Training and professional development									
Action 21 Explora Scholarships									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 22 Research Initiation Seminar (SII)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

Action 23 Scientific and technical seminars									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 24 Scientific and technical courses									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 25 Soft skills training activities									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 26 Training plan									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Communication and public engagement									
Action 27 Communication Plan									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 28 Careers section at the website									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 29 Outreach Program									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Internal cohesion and organizational culture									
Action 30 Collab-Days									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 31 Pro-assessment culture									
Timing	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

OTM - R policy

CITMAga's OTM-R policy is conditioned by its organisational configuration that has been explained in the section about Strengths and Weaknesses.

- The universities that form **CITMAga** have already renewed the HRS4R award and have developed and implemented their corresponding OTM-R policies:
 - Universidade de Santiago de Compostela: <https://www.usc.gal/en/research-in-usc/hrs4r/selection-recruitment-working-conditions>
 - Universidade de A Coruña: <https://www.udc.es/en/hrs4r/otmr/>
 - Universidade de Vigo: <https://www.uvigo.gal/en/node/294366>
- As explained in the section about recruitment and selection, the centre team is made up of different profiles, including staff from the universities in the consortium and its own staff.
- Concerning the implementation of the OTM-R policy:

As talent management is a strategic issue for the centre-, before starting the initial phase of the HRS4R initiative, **CITMAga** had already developed a preliminary OTM-R policy. This document explains the application of the OTM-R principles to the recruitment and selection processes of **CITMAga**. In summary:

- Affiliated research staff, collaborator research staff, training research staff are hired by the universities of the consortium, so they have been selected and recruited under OTM-R principles.

To ensure that the selection of affiliated staff respects the OTM-R framework, the Article 19 (Associated research staff) of **CITMAga** Statutes state the following:

The evaluation of candidates shall be carried out by the External Scientific Advisory Committee using OTMR (Open, Transparent and Merit-based Recruitment) criteria. For this purpose, the competence and capacity of the candidates will be assessed on the basis of criteria of excellence, taking into account the stage of the research career and relative performance based on quantitative and qualitative competitive indicators assessing research and relevant research and transfer, as well as their alignment with the scientific agenda of CITMAga.

- Own research staff and technical staff are selected and recruited by the centre. As **CITMAga** has endorsed the labour regulations of University of Santiago de Compostela the application of the OTM-R framework is guaranteed.

Concerning the revision of the OTM-R policy during the initial phase:

- The preliminary OTM-R policy has been reviewed in the light of the OTM-R checklist by the Steering Committee of the HRS4R initiative and also selection and recruitment

principles have been reviewed at the working group with R1, R2, R3, R4 and own research staff.

- As a result of this processes:
 - The OTM-R checklist has been fulfilled indicating also the actions of the plan that address the different items.
 - A set of actions have been scheduled to improve the OTM-R policy and processes:

OTM-R / Selection and recruitment									
Action 5 Hiring needs analysis									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 6 Review of selection processes according to the Equality Plan and OTM-R principles									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 7 OTM-R Policy									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 8 OTM-R Training									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

- Together with these actions, the following also contribute to a better diffusion of the OTM-R policy and processes

Scientific Career									
Action 1 Dissemination of the Agreement on the professional classification and remuneration conditions of research staff and research support staff of the USC									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 2 Career plan for the own research staff									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 3 CITMAga Career plan (for all staff)									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	
Action 4 Research Career Map									
	2025		2026		2027		2028		
	S1	S2	S1	S2	S1	S2	S1	S2	

Other talent management processes

Action 10 Welcome guide

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Good practices in research

Action 14 Code of ethics and good research practices

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Working conditions

Action 18 Work climate survey

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Action 19 Equality Plan

	2025		2026		2027		2028	
	S1	S2	S1	S2	S1	S2	S1	S2

Training and professional development

Action 25 Training plan

	2025		2026		2027		2028	
Timing	S1	S2	S1	S2	S1	S2	S1	S2

Communication and public engagement

Action 26 Communication Plan

	2025		2026		2027		2028	
Timing	S1	S2	S1	S2	S1	S2	S1	S2

Action 27 Careers section at the website

	2025		2026		2027		2028	
Timing	S1	S2	S1	S2	S1	S2	S1	S2

4 Implementation

General overview of the expected overall implementation process of the action plan

The implementation of the HRS4R initiative is strategic for **CITMAga**. The centre's first strategic plan, which covers the period 2021-2024, already includes in the talent chapter a measure concerning the application for the HRS4R award. In addition, participation in this initiative and the development of actions of this plan have already been included in work-packages of applications to obtain basal funding (e.g. Severo Ochoa Programme).

The **mechanisms foreseen to guarantee the implementation** of the plan are:

- **Organisation** for the implementation of the plan:
 - Consello Rector (Governing Council) of **CITMAga**: strategic decisions and annual follow-up

The Governing Council is the highest governing body of the Centre integrates the representation in matters of research and transfer of the Universities, as well as their government bodies. The Governing Council of **CITMAga** is currently chaired by the rector of the University of Santiago de Compostela, establishing a rotating system (for four years) in its constitutive session, as established in Article 10 of the Statutes of the centre.

The Governing Council is composed of:

- Antonio López Díaz (Rector of the USC, president)
- Ricardo Cao Abad (Rector of the UDC)
- Manuel Joaquín Reigosa Roger (Rector of the UVigo)
- Pilar Bermejo Barrera (Vice-rector for Scientific Policy of the USC)
- Jerónimo Puertas Agudo (Vice-rector for Research and Transfer of the UDC)
- María Belén Rubio Armesto (Vice-rector for Research of the UVigo)
- Yolanda Resmes Romero (Manager of the UVigo)
- María Jesús Grela Barreiro (Manager of the UDC)
- Javier Ferreira Fernández (Manager of the USC)

The involvement in the plan implementation will be the following:

- Follow-up of the progress of the HRS4R plan at the ordinary meetings.
- Decision-taking about strategic issues concerning the HRS4R plan (e.g.: approval of new procedures or regulations, budget allocation, etc.)
- Scientific Director of **CITMAga**: HRS4R plan coordinator

The Scientific Director will coordinate de the HRS4R plan implementation. She will chair the implementation committee and will report de Governing Board and Steering Committee about the plan progress.

The Scientific Director will be responsible of the technical coordination of the following actions: 2, 3, 4,5, 12, 13, 14, 15, 20.

- Steering Committee of **CITMAga**: continuous follow-up

The Steering Committee is the executive body for support and supervision of the management. It is formed by research staff, responsible for particular committees, and for the members of the direction (scientific direction and deputy director for knowledge transfer). It is composed of:

- Miguel Brozos Vázquez, Affiliated researcher staff
- Rosa Crujeiras Casais, Scientific Director
- Javier Ferreira Fernández, Manager
- Javier Roca Pardiñas, Deputy Transfer Director, Affiliated research staff
- Pilar Salgado Rodríguez, Affiliated researcher staff

Its main functions during the implementation phase will be:

- The continuous follow up the HRS4R progress
- Technical coordination of the following actions: 9, 10, 11, 16, 19, 22, 23, 24, 25, 26, 27, 29, 30.

- HRS4R Committee: implementation and follow up

The HRS4R committee is the body in charge of coordinating the plan execution. Its composition and functions are described below (see section about its composition and role).

- Technical secretariat: operational issues of the HRS4R plan

Unit of the HRS4R Committee in charge of the HRS4R plan on a daily basis. Its profile and functions are described below.

- **At strategic level:**

- Inclusion of the development of HRS4R plan in the strategic plan 2025-2028.
- Annual budget allocation for the implementation of the plan.
- Assign the Consello Rector (Governing Board) responsibility for approving the annual programming of the plan at the annual meeting.
- Identification of synergies with the HRS4R plans of the universities in the consortium.

- **Involvement of research staff:**

- Annual working groups with R1, R2, R3, R4 and own research staff to report on the progress of the plan.

- Inclusion in the work climate survey (action 18) of questions relating to the implementation of the plan.
- When possible, participation of researchers in activities related to development of actions (participation in working groups, revision of documents, etc.).
- **Follow-up and monitoring tools:**
 - Development of an Excel tool for quarterly monitoring of the progress of the actions.
 - Development of a panel of indicators for monitoring the plan.
 - Collection of data on the evolution of the indicators.
- **Dissemination and visibility:**
 - Creation of a HRS4R web section to disseminate the actions that are being implemented.
 - Inclusion of the HRS4R plan in the transparency section of the website.
 - Inclusion of news and posts on the development of the plan's actions in digital media (web and social networks).
 - Inclusion of an HRS4R section in the centre's annual report.
- Finally, the **measures to ensure coordination with the other institutional plans** are:
 - Inclusion of the implementation of the equality plan and the communication plan in the framework of the HRS4R plan.
 - Report through the Scientific Director on the evolution of the plan in the equality committee and in the monitoring committee of the communication plan.

Composition and role of the HRS4R implementation committee

The HRS4R committee is the body in charge of securing the implementation of the action plan. It will be chaired by the Scientific Director, and it will be composed by:

- One representative of the different bodies and departments that are responsible of the actions (steering committee, equality committee, management, etc.).
- One representative of the affiliated research staff.
- One representative of the own research staff.
- One representative of the management team in charge of communication.

- Technical secretariat.

The HRS4R will meet monthly during the launching phase of the action plan – first semester of 2025 – and quarterly after the second semester of 2025 – unless it was decided to keep the monthly meetings.

The functions of the implementation committee are:

- Support the Scientific Director in coordinating the implementation of the HRS4R plan.
- Support the bodies and units in charge of the actions: management, Scientific Director, Steering Committee, etc.
- Permanent interaction with the staff in charge of the execution of the actions to follow up its evolution: needs of resources, revision of outcomes, new actions to be included in the next version of the plan, etc.
- Taking operational decisions about the actions implementation: profile of external providers, if necessary, analyse causes and look for solutions if there are problems with the implementation of the actions, etc.
- Reporting to the governing bodies of the plan.
- Follow up of progress using the following tools:
 - o Excel for monitoring the progress of the actions.
 - o Development of the indicators panel.
 - o Collection of data for monitoring the indicators.
- Organisation of the internal and external assessment processes.

The technical secretariat is the operative unit of the HRS4R committee, it will be in charge of the plan implementations on a daily basis executing the different tasks that are responsibility of the HRS4R committee. It will be formed by at least two experts in strategy and management of research institutions, with experience in HRS4R implementation.

- **Involvement of research staff and other stakeholders**

The research staff, both affiliated and own, is already an active agent in the governance and dynamisation of **CITMAga**:

- Rosa Crujeiras Casais (affiliated researcher R4) is the Scientific Director and Javier Roca Pardiñas, (affiliated researcher R4) is de Deputy Transfer Director.

- Together with the Scientific Director and the Deputy Director, two other affiliated researchers R4 are members of the Steering Committee.
- Up until now **CITMAga** has a small research support unit – with 5 management technicians- and their functions focus on project management, technology transfer and fundraising. For this reason, the research staff of all stages (R1 to R4) leads and participate at the implementation of institutional initiatives such as: Equality Plan, organisation of seminars and training activities, outreach programme, scientific congresses, etc.

The participation of the research staff in the implementation of the HRS4R plan is therefore part of the centre's normal dynamics. Mechanisms foreseen to involve the research staff are:

- Representatives of researchers of all stages (R1 to R4) will be part of the implementation committee.
- Continuing with the process established for the initial phase, annual working groups with R1, R2, R3, R4 and own research staff will be held to report on the progress of the plan.
- The whole research community will be included in the work climate survey (action 18) of questions relating to the implementation of the plan.
- Annual working groups with R1, R2, R3, R4 and own research staff to report on the progress of the plan.
- All scientific staff will be consulted on the impact and their awareness of the HRS4R plan through the work climate survey.
- When possible, researchers will be involved in the technical development of the actions (participation in working groups, revision of documents, etc.).
- Diffusion and visibility actions will be defined targeting the research staff.

Main stakeholders of **CITMAga** are: the universities of the consortium, the public administration, research institutions and researchers worldwide in the field of mathematics and the society.

To reach these stakeholders tailored diffusion and visibility actions will be defined:

- Reporting to the universities at the Governing Council.
- Creation of a HRS4R web section to disseminate the actions that are being implemented.
- Inclusion of the HRS4R plan in the transparency section of the website.
- Inclusion of news and posts on the development of the plan's actions in digital media (web and social networks).

- Inclusion of an HRS4R section in the centre's annual report.

- **Alignment with the strategy and other institutional policies**

CITMAga is a consortium of three universities that already have renewed the HRS4R award. Therefore, the HRS4R principles have guided the definition of the talent strategy and policies since its creation:

- Talent Management and Development goals at the strategic plan 2021-2024 aimed at the HRS4R application.
- The centre statutes of 2021 already established that affiliated research staff had to be selected using OTM-R criteria -following the C&C principles.
- The centre defined a preliminary OTM-R policy -following the C&C principles and the OTM-R checklist- before applying for the HRS4R award.

To ensure coordination with other policies that involve talent, such as, the Equality Plan, the implementation of this plan has been included as one action of the HRS4R plan. Also, in 2025, when the new strategic plan was designed the gap analysis, the OTM-R and this action plan will be taken into consideration for the design of the Talent Management and Development strategy.

- **Strategy to ensure that actions are implemented**

The following mechanisms will be established to ensure that actions are implemented:

- The organisation for the implementation described above.
- The appointment of a responsible of each action
- The allocation of technical and economic resources.

- **Measures to monitor the progress**

The following measures will be adopted to monitor the progress of the plan:

- Development of an Excel tool for the follow up of the actions implementation
- Creation of the HRS4R Committee that will involve the departments responsible of each action. This committee will meet monthly during the launching phase (S1 of 2025) and quarterly after S2 of 2025.
- Appointment of a technical secretariat in charge of the daily basis of the plan.

- **Measuring the progress in view for the next assessment**

In view of the next assessment an indicators panel will be developed.

A first set of indicators and targets in terms of R1 to T4 have been already defined when designing the actions. This panel includes both qualitative and quantitative indicators.

- Qualitative indicators are for instance: approval of procedures by the governing bodies, publication of procedures at the centre website, etc.
- Quantitative indicators are for instance: number of participants in training actions, share of candidates from external entities, etc.

The technical secretariat as part of the HRS4R committee will collect data and evidence to measure the evolution of the indicators.

At the quarterly meetings of the HRS4R committee goals accomplishment will be reviewed and contingency measures will be taken if deviations are observed.