

GAP Analysis (Charter and Code Checklist)

Case number: **2022ES865532**
Name Organization under review: **CENTRO NACIONAL DE INVESTIGACION SOBRE LA EVOLUCION HUMANA, CENIEH**
Organization's contact details: **Carmen Gutiérrez** (rrhh@cenieh.es / carmen.gutierrez@cenieh.es)
Date endorsement charter and code: **29/11/2022**

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organization's GAP analysis below. If your organization currently does not fully meet the criteria, please list whether national or organizational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organization's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers: GAP analysis overview

- **Status:** to what extent does the organization meet the following principles?
- **Implementation (++, +/-, -/+, --):**
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -/- insufficiently implemented
- **GAP:** In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation.
- **Implementation impediments:** If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation
- **Initiatives undertaken/new proposals:** If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status				
	Ethical and Professional Aspects	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
1	Research freedom	-/+	<p>Survey results indicate that R&T Area feel they have full freedom to develop their own research within potential limits related to ethics and funding constraints.</p> <p>However, the CENIEH does not have an explicit institutional statement which recognizes and guarantees this principle.</p>	<p>Suggestions for improvement: It would be necessary to develop the concept and give it visibility by:</p> <ol style="list-style-type: none"> 1) Developing a Code of Good Practices for Research that recognises this principle. 2) Incorporating it also in the DPT (Job description), in both areas (specifically in the Technical) and in the Welcome Guide. 3) Making it available on the Webpage and intranet. 4) Providing periodic and specific training in this Code to Researchers and Technicians to promote an institutional culture of honesty.
2	Ethical principles	-/+	<p>Survey quantity results indicate the CENIEH encourages adhesion to ethical and fundamental ethical principles. However, other feedback indicates the lack of a specific documentation and the lack of an explicit institutional statement that recognizes and guarantees this principle.</p>	<p>Suggestions for improvement: It would be necessary to develop the concept and give it visibility by:</p> <ol style="list-style-type: none"> 1) Developing a Code of Good Practices for Research that will cover ethical principles. 2) Including the Code of Good Practices in the Welcome Guide. 3) Making the Code available on the Webpage and intranet. 4) Providing periodic and specific training to the Researchers, Technicians and Management staff on this Code.

3	Professional responsibility	-/+	There is a great disparity of results, highlighting a lack of culture and knowledge in this aspect.	<p>Suggestions for improvement:</p> <p>It would be necessary to develop the concept and give it visibility by:</p> <ol style="list-style-type: none"> 1) Developing a Code of Good Practices for Research that will explicitly define concepts of professional responsibility related to originality and reproducibility of results, authorship and plagiarism. 2) Including the Code also in the Welcome Guide. 3) Making the Code available on the Webpage and intranet. 4) Providing periodic and specific training to the Researchers, Technicians and Management staff on this Code.
4	Professional attitude	+/-	According to the results of the survey, 65% of the staff gave maximum score to the principle. The current four-year strategic plan (2021-2024) has the aim of defining the mission of the CENIEH and identifying a series of common goals. Furthermore, the Director has to give the necessary approvals before staff can start research or access the resources provided.	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1) CENIEH strategic plan 2021-2024. CENIEH Strategic Plan 2021-2024.pdf 2) Annual Action and Project Plan 2023 ANNUAL ACTION AND PROJECT PLAN 2023.pdf (cenieh.es) <p>These two documents were presented to the personnel and are also available in the CENIEH website (Transparency portal CENIEH) and the intranet, therefore all staff are familiar with the strategic goals governing their research environment and funding mechanism.</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. The next strategic plan will be discussed with all areas: Research, Technical, and Management. 2. The CENIEH will develop a Code of Good Practices for Research that will be widely disseminated to all Researchers, Technicians and

				rest of the staff.
5	Contractual and legal obligations	+/-	<p>Survey quantity results indicate a good degree of satisfaction in this principle (84%, ≥ 3 score)</p> <p>As part of the public administration, CENIEH must comply with legal obligations regarding audits and funding reports. Personnel at CENIEH are familiar with the national and institutional regulations governing training and/or working conditions, although, from the survey comments, there might not be enough information about these protocols.</p>	<p>Initiatives undertaken:</p> <p>1) All CENIEH's employees are issued with contracts of employment that include all the legal conditions under national legislation and if applies, the European legislation and the specifics related to their funding, and that also cover all CENIEH policies and procedures.</p> <p>2) Staff are notified of the new policies and procedures.</p> <p>3) All the regulations are available in the CENIEH website (transparency portal) and the intranet, therefore all staff are familiar with the contractual and legal obligations.</p> <p>Transparency portal CENIEH</p> <p>Suggestions for improvement:</p> <p>1. Include more information in the Welcome Guide and in the intranet.</p> <p>2. CENIEH is developing a Support Office for pre- and post- award management of research grants. This initiative is designed to increase success of funding applications and facilitate research activities.</p>
6	Accountability	+/-	<p>The 46% of the participants has chosen the maximum score (5) in its answer and 83%, ≥ 3 score.</p> <p>This principle is fulfilled in general as the CENIEH, as part of the public administration, must comply with legal obligations regarding transparency, yearly financial audits, and funding reports. Personnel are familiar with the national and institutional regulations governing training and/ or working conditions. The CENIEH is fully</p>	<p>Initiatives undertaken:</p> <p>1) CENIEH supports researchers in the application, financial management and justification of the regional, national or international research projects granted in competitive calls.</p> <p>2) All the regulation are available in the CENIEH website (transparency portal) and the intranet, therefore all staff are familiar with the legal obligations.</p>

			<p>committed to the principles of sound, transparent, and efficient management of public funds, in all its proceeds.</p> <p>However, sometimes is unavoidable to make corrections in the technical and financial justifications in some projects.</p>	<p>https://www.cenieh.es/en/about-cenieh/transparency</p> <p>Suggestions for improvement: CENIEH will continue to promote a culture of individual as well as institutional accountability, keeping on training the support staff and project leaders on the financial and technical justification of research obligations.</p>
7	Good practice in research	-/+	<p>Personnel recognize and adhere to safe working practices, in line with national legislation.</p> <p>58% of the participants has chosen the maximum score (5) in its answer, and the 92%, ≥ 3 score.</p> <p>CENIEH counts with the support of an external safety institution and also a data protection consultant.</p> <p>All the relevant information is available in the intranet.</p>	<p>Initiatives undertaken: All the relevant information is available in the intranet and also our Policy is available in CENIEH Website: Quality and Preventive Health Policy CENIEH https://www.cenieh.es/en/data-protection-policy</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. CENIEH will continue with periodic training in laboratory safety practices and data protection legislation. 2. The CENIEH will develop a Code of Good Practices for Research that will be widely disseminated to all Researchers, Technicians and rest of the staff. 3. Developing mentoring programme.

8	Dissemination, exploitation of results	+/-	<p>According to the results of the survey, 52% of the researchers and technicians gave maximum score (85% \geq 3 score) to the dissemination and exploitation strategy of CENIEH to ensure that results of their research are disseminated and exploited, i.e..communicated or transferred into other research settings.</p> <p>However, there is a lack of a specific regulation and a lack of an explicit institutional statement that recognizes and guarantees this principle.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1. All general information about scientific and technical results are available in the website. Research CENIEH News CENIEH 2. All staff has as an institutional goal in its annual evaluation, to participate in a minimum of outreach activities and conferences. Furthermore, Researchers have a specific goal on the dissemination and publication of their results. ANNUAL ACTION AND PROJECT PLAN 2023.pdf (cenieh.es) 3. Annually, Director submit to the CENIEH Governing Council its Annual Report with all its results. Other publications CENIEH 4. CIR is the institutional repository of the CENIEH, a digital repository for the organization, preservation and dissemination of the scientific and technical results obtained through the research activity of the CENIEH. The works are in full text, in digital format and in open access. https://cir.cenieh.es/ <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. CENIEH will develop a Code of Good Practices for Research that will include dissemination and exploitation of research results. 2. CENIEH is assessing institutional policies on Open Access and Open Data policy, with the aim of aligning with the EU on these initiatives.
---	--	-----	---	--

9	Public engagement	+/-	<p>Since 2012, the Scientific Culture and Innovation Unit of the CENIEH became a member of the Scientific Culture and Innovation Unit Network (UCC+I). Its main objective is to support the communication and dissemination of results of scientific research carried out at the CENIEH. This Unit promotes the organization of all kinds of activities targeted to the general public following the policy of “Open Doors”, such as Scientific Outreach Conferences, Women and Science Week, European Researchers' Night, etc. These activities allow the public to learn how the CENIEH is organized and what it offers in terms of research outputs.</p> <p>In addition to institutional activities, the research area is committed to scientific dissemination both inside and outside CENIEH as part of its individual objectives: dissemination articles, conferences, workshops, etc.</p> <p>Thus, CENIEH works to promote several activities throughout the year to make society aware of its activity.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1. CENIEH UCC+I Activities https://www.cenieh.es/en/node/73 2. One of the Strategic Objectives of the CENIEH Strategic Plan 2021-2024 (OE.4) is to increase the social impact and visibility of the CENIEH; several specific objectives are being implemented in its temporary frame. https://www.cenieh.es/en/about-cenieh/transparency 3. Staff has as an institutional goal in its annual evaluation, to participate in a minimum of outreach activities and conferences. ANNUAL ACTION AND PROJECT PLAN 2023.pdf (cenieh.es) 4. CENIEH will continue the collaboration with the FECYT (<i>Fundación Española para la Ciencia y la Tecnología</i>) funding's Project related to the dissemination. 5. Annually, Director submit to the CENIEH Governing Council its Annual Report with all its results Other publications CENIEH <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Keeping stimulating and involving researchers and all the staff, distributing them in these activities, improving the consideration / value in our evaluation systems (internal and external).
---	-------------------	-----	---	--

10	Non discrimination	-/+	<p>In the internal survey 54% of the people gave the maximum score to this point.</p> <p>In order to develop the equality plan, an internal survey was carried out in 2022. Based on the results of this survey, at the beginning of 2023, CENIEH has approved the Equality Plan for the next four years, which implements equal access to science.</p> <p>All relevant information is available in the intranet and the website.</p> <p>Despite of the good results of the internal survey, some critical actions/measures, such as the harassment protocol, training and dissemination activities still need to be developed.</p>	<p>Initiatives undertaken:</p> <p>1) The CENIEH Equality Plan states that CENIEH prohibits discrimination in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p> <p>FirstEqualityPlan.pdf (cenieh.es)</p> <p>The Equality Committee exists to verify whether the actions envisaged in the CENIEH’s Equality Plan have been accomplished.</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Implementation of the measures envisaged in the Equality Plan such as: trainings on equality, diversity, sexual and sex-based harassment, protocol against sexual harassment and inclusive language manual. 2. CENIEH will align its recruitment and selection mechanisms with the principles of Open, Transparent, and Merit-based Recruitment (OTM-R).
----	--------------------	-----	---	--

11	Evaluation/ appraisal systems	-/+	<p>According to the results of the survey, 40% of the participants gave maximum score and 85% \geq 3 score.</p> <p>CENIEH has established an internal annual and five-year evaluation system for all its staff (Researchers, Technicians and management staff). Furthermore, Researchers have an external five-year evaluation by the ANECA (National Agency for Quality Assessment and Accreditation of Spain). However, its internal application does not reach the main objective for which it was designed: being an instrument of motivation and improvement in the individual development of each person and in the achievement of the objectives of the Centre. This is apparent in the results of the survey where there are two groups with opposite opinions.</p>	<p>Initiatives undertaken: Implemented documents related to CENIEH evaluation system:</p> <ol style="list-style-type: none"> 1. Career Plan. 2. Annual performance evaluation. 3. Five-year evaluation protocol. 4. Evaluation systems platform. <p>All this information is available in the CENIEH Intranet.</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Review the evaluation criteria to make them more objective. 2. Training the evaluators to implement changes.
----	-------------------------------	-----	--	---

<p>Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organization also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.</p>				
12	Recruitment	+/-	<p>The CENIEH complies with national legislation and with the minimum legal quota for disadvantaged groups, but due to the little capacity and contractual volume, the CENIEH is limited in this aspect.</p> <p>Although there is no published policy in this regard, some actions are carried out to favour groups with disabilities.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1) CENIEH has facilitated access for one disadvantaged person in the Management Area. 2) CENIEH has hired some external services as laundry, with companies whose workers have different degrees of disability. <p>Transparency portal CENIEH</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. CENIEH will promote the access for disadvantaged groups in all areas including a specific clause in the job advertisement.

13	Recruitment (Code)	-/+	<p>Recruitment procedures at CENIEH are open and transparent and based on merits, however, in certain cases, the job offers are so specialized that discourage suitable applicants.</p> <p>Lack of standard criteria for same job positions. There is not a homogeneous criterion for the selection and merit judgment. The criteria depend on each project's needs and PI requirement.</p> <p>The aforementioned aspects are clearly reflected in the great disparity of results in the survey, although 75% of the participants gave ≥ 3 score.</p> <p>All job offers are published in Spanish and English. The ones related to Research and Technical Area and Project managers are published in national and international jobs portals except those for which the duration of the contract is less than 6 months. For the rest of jobs of Management Area only national jobs portals are used.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1. Job offers include the legislation that establishes the working conditions and entitlements. Vacancies CENIEH 2. Transparency: The vacancies are published in different Jobs portals. 3. CENIEH is implementing its Anti-fraud Plan with measures for preventing, detecting, and reacting to conflicts of interest, whether potential or real. It includes the two forms for Declaration of Absence of Conflicts of Interest (DACI 1 and DACI 2) to be completed by all Members of Selection Committee: Anti-fraud plan CENIEH <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. CENIEH will develop a Code of Good Practices for Research that will include the C&C and HRS4R criteria and recommendations. 2. CENIEH will explicitly adhere to the principles set out in the C&C for the recruitment, developing a set of recruitment guidelines. 3. CENIEH will align its recruitment and selection mechanisms with the principles of Open, Transparent, and Merit-based Recruitment (OTM-R). 4. CENIEH should respect the appointment of the committee stated in the Collective Agreement for more interdisciplinary members and promote other measures to guarantee equal access to all candidates.
14	Selection (Code)	-/+	Lack of participation of the private and external	<p>Initiatives undertaken:</p>

			<p>sector in the selection committees. Selection committees at CENIEH do not reflect diverse expertise and competences as they are comprised of personnel from the same area of the job position. The aforementioned aspects are clearly reflected in the great disparity of results in the internal survey.</p> <p>CENIEH does not provide a specific training for the selection committee.</p>	<p>Selection committees have an adequate gender balance since the Spanish Equality Gender Law establishes the principle of balanced presence of men and women. CENIEH respects that principle (40 % - 60 %). Offer of temporary employment for 2 Technicians CENIEH</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. CENIEH will align its recruitment and selection mechanisms with the principles of Open, Transparent, and Merit-based Recruitment (OTM-R). CENIEH will explicitly adhere to the principles set out in the C&C for the recruitment, developing a set of recruitment guidelines. 2. Training for selection committee members. 3. CENIEH will develop a Code of Good Practices for Research that will include the C&C and HRS4R criteria and recommendations for selection committees.
15	Transparency (Code)	-/+	<p>CENIEH personnel agree with these statements, since 47% of survey participants gave the maximum score to this point. Information on the recruitment process and the selection criteria are always provided in job announcements so that candidates have a clear idea of how candidates are evaluated Although the candidates are informed all along the process about their results in each step taken through the published documents, they are not informed about the strengths and weaknesses of their applications.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1) Evaluation criteria and assessment methods are defined and published in all calls. https://www.cenieh.es/en/about-cenieh/vacancies. 2) All the relevant information are available in the CENIEH website (transparency portal). Transparency portal CENIEH 3) CENIEH is implementing its Anti-fraud Plan with measures for preventing, detecting, and reacting to conflicts of interest, whether potential or real. Anti-fraud plan CENIEH

				<p>Suggestions for improvements:</p> <ol style="list-style-type: none"> 1. CENIEH should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-based Recruitment. 2. Training for selection committee members. 3. CENIEH will develop a Code of Good Practices for Research that will include the C&C and HRS4R criteria and recommendations for selection committees. 4. To inform the candidates about their strengths and weaknesses. The members of the committee will identify these two aspects as part of the recruitment process, in order to inform the candidates on an individual basis.
16	Judging merit (Code)	-/+	<p>The selection process at CENIEH takes into consideration the whole range of experience of the candidates and evaluates merits qualitatively in the CV assessment, as well as quantitatively (as teamwork, problem-solving skills, etc.) during in-person interviews.</p> <p>Lack of standard criteria for same job positions.</p> <p>There is not a homogeneous criterion for the selection and merit judgment. The criteria depend on each project's needs and PI requirement</p> <p>Lack of training of the selection committee.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1) Evaluation criteria and assessment methods are defined and published in all calls. 2) CENIEH evaluate merits qualitatively as well as quantitatively: Vacancies CENIEH <p>Suggestions for improvements:</p> <ol style="list-style-type: none"> 1. CENIEH should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-based Recruitment. 2. Training for selection committee members. 3. CENIEH will develop a Code of Good Practices for Research that will include the C&C and HRS4R criteria and recommendations for selection committees. 4. Applying standard criteria for the same job

				positions.
17	Variations in the chronological order of CVs (Code)	+/-	<p>CENIEH personnel agree with these statements, since 45% of survey participants gave the maximum score to this point.</p> <p>CENIEH applies the Spanish Science Law which establishes a suspension of the contract in cases of maternity or similar (article 21) and recognizes leave periods without any penalization.</p> <p>The variations are taken into consideration and they are not penalized in the selection process, but this is not well explained in the application calls.</p> <p>General lack of training of the selection committees in order not to penalize temporal breaks.</p>	<p>Suggestions for improvements:</p> <ol style="list-style-type: none"> 1. To introduce a clearer explanation about how these variations in chronological order of the CVs are taken into account by the selection committees; and to add a sentence in the call requesting candidates to explicitly mention any career breaks / variations they may have been through. 2. Training for selection committee members.
18	Recognition of mobility experience (Code)	-/+	<p>A great disparity of results are reflected in the internal survey. Researches (R1) seem not to agree that the mobility enhances scientific knowledge and professional development.</p> <p>The recognition of both geographical and interdisciplinary mobility is not standardized as a general criterion in all selection processes, and its inclusion is at the discretion of the Principal Investigator.</p>	<p>Initiatives undertaken:</p> <p>In some selection processes is included: Offer of Employment for one Paleoproteomics Researcher CENIEH</p> <p>Suggestions for improvements:</p> <ol style="list-style-type: none"> 1. CENIEH will promote an assessment of mobility, both interdisciplinary and geographical, in all recruitment processes. 2. CENIEH will align its recruitment and selection mechanisms with the principles of Open, Transparent, and Merit-based Recruitment (OTM-R), developing a set of recruitment guidelines. 3. Specific training on OTMR-R will be provided to the Principal Investigator involved in the selection committee. 4. Design an institutional support for

				professional development.
19	Recognition of qualifications (Code)	+/-	<p>There is a great disparity results in the internal survey. As a public organization, CENIEH is subject to national legislation (https://www.cenieh.es/en/sobre-el-CENIEH/transparencia/normativa-de-aplicacion). There is a strict legal framework, which implies that the drafting and publication of staff calls fall under the competence of the Ministry of Science and Innovation, as well as the Ministry of Territorial Policy and Public Function, and not of the institution itself.</p> <p>People are not aware enough of existing national laws, conventions, and specific rules on the recognition of these qualifications through all the available channels, as it is reflected in the survey results.</p>	<p>Initiatives undertaken</p> <p>1) CENIEH evaluate merits qualitatively as well as quantitatively: (https://www.cenieh.es/en/about-cenieh/vacancies). 2) For foreigner's qualification, the validation process and the time required to achieve it are explained in the calls.</p> <p>Suggestions for improvements:</p> <p>1. Training for selection committee members.</p>
20	Seniority (Code)	+/-	<p>There is a great disparity of results in the internal survey. The level of qualifications required is in line with the needs of the positions and over qualifications are not an obstacle. (https://www.cenieh.es/en/sobre-el-CENIEH/transparencia/normativa-de-aplicacion)</p>	<p>Initiatives undertaken:</p> <p>1) Evaluation criteria and assessment methods are defined and published in all calls. 2) CENIEH evaluate merits qualitatively as well as quantitatively: (https://www.cenieh.es/en/about-cenieh/vacancies).</p> <p>Suggestions for improvements:</p> <p>1. Make clearer description of the qualifications required and the evaluation criteria in the call for applications. 2. Training for selection committee members.</p>

				3. Develop a set of the recruitment guidelines.
21	Postdoctoral appointments (Code)	-/+	<p>The results of the survey indicate an overall negative perception of the postdoctoral appointments.</p> <p>Currently, CENIEH applies the Spanish regulations for S&T (Ley 17/2022). Applicable Regulations CENIEH</p> <p>However, there are situations inherited from the past in which postdoctoral positions became permanent without promotion.</p>	<p>Initiatives undertaken: CENIEH will continue with the application of the Spanish regulation, and covering the structural positions by senior categories or technical positions.</p> <p>Suggestions for improvement: 1. Try to improve our “Professional Career Plan”. Note: there are legal and economic restrictions that hinder the better development of a “Professional Career Plan”.</p>
	Working Conditions and Social Security	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
22	Recognition of the profession	+/-	<p>According to the results of the survey, 38% of the participants gave maximum score and 82% gave ≥ 3 score.</p> <p>CENIEH complies with this principle as it is described in its Collective Agreement Convenio Colectivo CENIEH.pdf</p>	<p>Initiatives undertaken: 1) There are job descriptions (DPT) for each position where the requirements and obligations are detailed. 2) CENIEH has an annual and five-year system appraisal. All this relevant information is available in the CENIEH Intranet.</p> <p>Suggestions for improvement: 1. Check the consistency between the professional recognition and the objectives of the annual evaluation to ensure that they match in all instances.</p>
23	Research environment	-/+	<p>CENIEH is committed to a pioneering infrastructure and a safe working environment. We comply with all the legal requirements of occupational safety and health regulations: Applicable Regulations CENIEH</p>	<p>Initiatives undertaken: In the Welcome Guide there are specific procedures on safety and health, informing all staff of the risks associated with their job, and also new workers are given training courses.</p>

			Based on the results of the survey we observe disparity with regard to the perception of the research environment. This issue needs to be explored further.	<p>All this relevant information is available in the CENIEH Intranet.</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Conduct inquiries on the perception of the research environment.
24	Working conditions	+/-	<p>The results of the survey indicate an overall positive perception of the CENIEH working conditions.</p> <p>Teleworking and flexibility to combine family and work, emerged as highly demanded by the whole research community, however the lack of awareness of the regulations and legislation in force in this respect is noted.</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1) Working from home is implemented according to current regulations Applicable Regulations CENIEH 2) Flexible conditions have been added to our Collective Agreement. 3) Flexible conditions have been improved in recent years, extending the time flexibility of entry to and exit from the centre, conciliation permits, and implementation of teleworking, to enable personnel to balance work with other commitments. 4) All this relevant information is available in the CENIEH Intranet and in the Welcome Guide. 5) The Gender Equality Plan is being implemented : FirstEqualityPlan.pdf (cenieh.es) <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. To keep implementing the Gender Equality Plan. 2. To explain the current flexibility measures recognized in our internal regulations as well as the existing legislative limitations in this regard, and work towards increasing flexibility.

25	Stability and permanence of employment	-/+	<p>The results of the survey indicate an important negative perception of the CENIEH stability and permanence of employment.</p> <p>Legal Spanish Regulations for the public employment are difficult for the permanence of the employment.</p> <p>52% of CENIEH personnel have permanent contracts and the rest, 48% temporary terms. CENIEH does as much as possible to improve the stability of our employees, but it does not depend on our institution.</p> <p>Related to public funding programs: limited duration of contracts, delays in the availability of grants, continuity between calls for proposals.</p>	<p>Initiatives undertaken:</p> <p>Director submit to the CENIEH Governing Council its Annual Report with all its results Other publications CENIEH</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Career advice and support for professional development will be provided to Research Area, encouraging them to find funding for training needs for their career. 2. CENIEH, in its next financial agreement, will try to negotiate with its Governing Council an increase of the endowment in order to offer more permanence of employment.
26	Funding and salaries	+/-	<p>The results of the survey indicate a low degree of satisfaction with regard to salaries.</p> <p>As a public organization, there is a strict legal framework. CENIEH salaries are stipulated by Collective Agreement and national regulations, applied to all employees regardless of their nationality.</p> <p>Transparency portal CENIEH Presupuestos Generales del Estado (hacienda.gob.es)</p> <p>Portability of social security rights is guaranteed by national legislation.</p>	<p>Initiatives undertaken:</p> <p>In 2022, a remuneration external audit was carried out and published in the Equality Plan. In this audit only one deviation was detected. FirstEqualityPlan.pdf (cenieh.es)</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Conduct inquiries on the perception of the work environment. 2. CENIEH, in its next financial agreement will negotiate with its Governing Council an increase of the salaries.
27	Gender balance	+/-	<p>The results of the survey indicate a positive perception of the CENIEH gender balance. Women represent the 57% of all staff (44% in Research Area, 60% in Technician Area and 72% in Management Area).</p> <p>The Equality Plan developed in 2022 aims at</p>	<p>Initiatives undertaken:</p> <ol style="list-style-type: none"> 1) Development of Gender Equality Plan. FirstEqualityPlan.pdf (cenieh.es) 2) Remuneration external audit every 4 years. 3) CENIEH organises multiple activities in the International Day of Woman and Girls in

			ensuring gender balance at all levels of staff.	<p>Science.</p> <p>Annual reports CENIEH</p> <p>Suggestions for improvement:</p> <p>1. Keeping the implementation of the measures designed with the Equality Plan such as the protocol of prevention and intervention against sexual harassment and harassment on grounds of sex, a Guide for non-sexist use of the language, etc.</p>
28	Career development	-/+	Based on the survey results, about half of the participants indicated that the career development policy of the CENIEH is unsatisfactory.	<p>Initiatives undertaken:</p> <p>1) Professional Career is published on the Intranet.</p> <p>2) Our Professional Career states an annual and a five-year appraisal evaluation as it is guaranteed in our Collective Agreement (Chapter VIII Professional Career)</p> <p>Convenio Colectivo CENIEH.pdf</p> <p>Suggestions for improvement:</p> <p>1. CENIEH will negotiate with its Governing Council an increase of the endowment.</p>
29	Value of mobility	-/+	<p>There is a lack of both knowledge and policies about geographic as well as inter-disciplinary mobility.</p> <p>CENIEH does not enhance collaboration between different institutions, both public and private.</p> <p>Perception that mobility between the public and private sector and trans-disciplinary mobility is not well recognized/evaluated.</p> <p>Lack of mobility promotion: R1 must know its importance and relevance in their professional development.</p>	<p>Initiatives undertaken:</p> <p>Mobility is currently promoted in those research projects that have the means to do so.</p> <p>Suggestions for improvement:</p> <p>1. Carry out activities promoting interaction between research and technical staff and companies.</p> <p>2. CENIEH will negotiate with its Governing Council an increase of the endowment.</p> <p>3. CENIEH will promote this principle through</p>

				the annual evaluation system.
30	Access to career advice	-/+	<p>The results of the survey indicate a very low degree of satisfaction with regard to access to career advice. Therefore, there is general lack of career advice in CENIEH.</p> <p>There is no Mentor programme at CENIEH. Mentorship is informally provided by the supervisor.</p>	<p>Initiatives undertaken:</p> <p>Project Technician provides information and advice on grants and funding programmes, national and international, to Researchers in order to further develop their careers.</p> <p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Launch of a Research Mentoring programme explaining properly the different steps of the research career, providing support and guidance for the personnel and professional development of researchers. 2. Creation of an internal committee for Mentoring and Career Advice, composed by senior researchers and representatives at different levels, which will develop a framework for the relationship between researchers and supervisors. This Committee will also provide advice and mediation in case of conflicts.
31	Intellectual Property Rights	-/+	<p>In the survey, 48% of the participants has chosen the maximum score (5) in its answer and 84%, gave ≥ 3 score.</p> <p>Despite this result, there is lack of an explicit CENIEH policy on who owns and manages the Copyright of institutional outputs (Institutions vs Authors).</p>	<p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Training on issues related to intellectual property rights regulations, data protection, publications and transfer of results. 2. Development of a Good Practices Guide / Manual that will cover all aspects related to Intellectual Property Rights. 3. Promote the use of anti-plagiarism tools.
32	Co-authorship	-/+	<p>Based on the results of the survey, we observe contradictory perception of the co-authorship. CENIEH has no institutional rules on the subject.</p>	<p>Suggestions for improvement:</p> <ol style="list-style-type: none"> 1. Development of a Good Practices Guide / Manual that will cover all aspects related to co-

			Lack of an anti-plagiarism software to verify the originality of the publications and research proposals made by CENIEH researchers.	authorship and independent publishing. 2. Promote the use of anti-plagiarism tools.
33	Teaching	-/+	<p>There is a great disparity of results in the internal survey. As CENIEH is not a university, teaching is not considered as the main activity of our researchers and technicians. Therefore, not being a teaching institution, opportunities for teaching within CENIEH are limited.</p> <p>Teaching duties are not taken into account in the annual evaluation system in the technical area. However, researchers have a recognition of the teaching activity in the annual and five-year evaluation. In fact, in CENIEH website Teaching appears just in Research Area.</p>	<p>Initiatives undertaken: One of the objectives of CENIEH is the involvement in Teaching: Teaching CENIEH</p> <p>Suggestions for improvement: 1. Develop the Mentoring Programme. 2. Teaching activities (such as the direction of a degree, master or PhD thesis) should be taken into account in the annual evaluation system both in the research and in the technical area, to have its recognition.</p>
34	Complains/ appeals	+/-	<p>The results of the survey indicate a very low degree of satisfaction with regard to complaints/appeals. There is a lack of knowledge of the internal procedure to deal with complaints / appeals between personnel.</p>	<p>Initiatives undertaken: 1) CENIEH has a protocol to deal with complaints published in the Intranet, within its Preventive Health Policy. 2) Also, it has been disseminated the Code of Ethic of the Anti-Fraud Plan and its Protocol for managing conflicts of interest. Anti-fraud plan CENIEH 3) Since a few days, CENIEH has an Internal whistleblowing channel (available just in spanish) Canal de denuncias CENIEH</p> <p>Suggestions for improvement: 1. Disseminate and update the internal procedure to deal with complaints and translate into English version.</p>

				2. Remind the responsibilities of N+1 to resolve conflicts in the first instance.
35	Participation in decision-making bodies	-/-	<p>The results of the survey indicate a very low degree of satisfaction with regard to participation in decision-making bodies.</p> <p>Decisions fall exclusively on the Director with the support of the Managing Director without any staff participation.</p> <p>We believe that involvement of the personnel in decision-making bodies is critical to a healthy and productive institute.</p>	<p>Initiatives undertaken: Cenieh has a worker's representative (Works Council) since 2009. Director and Works Council have achieved several collective agreements.</p> <p>Suggestions for improvements: 1. Include a specific section within CENIEH's Code of Good Practices related to "Participation in decision-making bodies" with representatives of each Area to promote their participation. 2. Design a participation in decision –making bodies Plan. 3. The next strategic plan will be discussed with all areas: Research, Technical, and Management.</p>
	Training and Development	Implementation	GAP/Implementation impediments	Initiatives undertaken/new proposals
36	Relation with supervisors	-/+	<p>According to the results of the survey, 71% of the researchers and technicians gave ≥ 3 score to the relation with supervisors.</p> <p>The annual evaluation establishes a minimum of three meetings during the year between the supervisor and their team. Often this number ends up being the maximum number of meetings.</p>	<p>Suggestions for improvements: 1. Include a specific section within CENIEH Code of Good Practices related to "Training and supervising" including the obligations of directors, supervisors and trainees. 2. Launch a Mentoring Programme. 3. Creation of an internal committee for Mentoring and Career Advice, composed by senior researchers and representatives at different levels, which will develop a framework for the relationship between researchers and supervisors. 4. Training of supervisors.</p>
37	Supervision and	-/+	There is a great disparity of results in the survey,	Suggestions for improvements:

	managerial duties		highlighting a lack of culture and an institutional policy or practice to promote and demand regular meetings between supervisors and their teams.	<ol style="list-style-type: none"> 1. Include a specific section within CENIEH's Code of Good Practices related to "Training and supervising" including the obligations of directors, supervisors and trainees. 2. Launch a Mentoring Programme. 3. Training of supervisors.
38	Continuing Professional Development	-/+	<p>According to the results of the survey, 44% of the researchers and technicians gave the minimum score to the continuing professional development.</p> <p>CENIEH is committed to be a pioneering infrastructure and a safe working environment. For the proper functioning and development of the laboratories, the technical area receives specific training for the optimization of the use of the equipment, although the high temporality rate of the technical area makes that internal training prevails over external training.</p> <p>Management Area keeps investing on training to maintain updated its personnel.</p>	<p>Suggestions for improvements:</p> <ol style="list-style-type: none"> 1. Optimize the annual evaluation platform to identify the training needs. 2. Launch of a Mentoring Programme. 3. Design an institutional support for professional development: team management and leadership skills.
39	Access to research training and continuous development	-/+	<p>CENIEH is committed to be a pioneering infrastructure and a safe working environment. For the proper functioning and development of the laboratories, the technical area receives specific training for the optimization of the use of the equipment, although the high temporality rate of the technical area makes that internal training prevails over external training.</p> <p>Training is currently promoted in those research projects that have the means to do so.</p>	<p>Suggestions for improvements:</p> <ol style="list-style-type: none"> 1. Optimize the annual evaluation platform to identify the training needs. 2. Launch of a Mentoring Programme. 3. Design an institutional support for professional development: team management and leadership skills. 4. Training of supervisors.
40	Supervision	-/+	According to the results of the survey, there is a	Suggestions for improvements:

			<p>medium degree of satisfaction with the quality of supervision.</p> <p>There is a lack of an institutional policy or practice to promote and demand regular meetings between supervisors and their teams.</p>	<ol style="list-style-type: none">1. Launch of a Mentoring Programme.2. Design an institutional support for leadership skills.3. Training of supervisors.
--	--	--	---	--