



The Human Resources Strategy for Researchers (HRS4R)

Action Plan 2024 – 2026

Internal review for the
renewal phase

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INTRODUCTION

The Center for Research in Agricultural Genomics (CRAG) stands as a beacon of excellence, recognized as a Severo Ochoa Centre of Excellence (2020-2024), showcasing our unwavering commitment to pioneering research in agricultural genomics. As a Consortium, CRAG brings together the formidable expertise of the Spanish National Research Council (CSIC), Institute of Agrifood Research and Technology (IRTA), Autonomous University of Barcelona (UAB), and University of Barcelona (UB).

At CRAG, we thrive on the dynamic collaboration of diverse research institutions, cultivating a unique environment for exploring the genetic and genomic determinants shared by plants and farm animals. Our mission is to unravel the molecular basis of genetic traits, applying cutting-edge molecular approaches to enhance breeding practices vital for agriculture and food production.

Aligned with our commitment to excellence, CRAG adheres to the principles of the Human Resources Strategy for Researchers (HRS4R), ensuring the continuous development and well-being of our scientific community. We are dedicated to translating research outcomes into societal benefits and nurturing the next generation of scientists with structured training initiatives to meet the challenges of the 21st century. CRAG signed the Declaration of Commitment to the Charter & Code in 2012. On the 29th of March of 2015, CRAG received the 'HR Excellence in Research' award from the European Commission. This recognition, related with European "HR Strategy for Researchers", provides a common framework to establish a comprehensive and coherent HR strategy for the near- and longer-term future adopting international best practices and high-quality standards. The award reflects CRAG's commitment to continuously improve its Human Resource policies in line with the European Charter & Code, and to provide a stimulating and favorable work environment.

New Strategic Direction for 2025-2028

In 2024, CRAG successfully presented its ambitious and challenging 2025-2028 strategic plan for the third renewal under the prestigious Severo Ochoa program. This strategic plan focuses on critical research areas aimed at addressing climate change, preserving biodiversity, and revolutionizing agriculture through various studies and methodologies. Our specific objectives and programs include recruiting and attracting top talent, enhancing training and education, improving infrastructure capabilities, increasing internationalization, and maximizing the exploitation and dissemination of scientific results. As a driving force, CRAG is committed to enhancing coordination and creating synergies that advance the frontiers of agricultural science.

Alignment with HRS4R 2024-2026

The new strategic direction is in full alignment with the principles of the Human Resources Strategy for Researchers (HRS4R) for the period 2024-2026. This alignment underscores CRAG's commitment to fostering an enriching work environment that promotes the continuous professional development and well-being of our scientific community. Through this integrated approach, we aim to not only advance our scientific agenda but also ensure that our operations and outputs are in sync with European standards of excellence, as outlined in the European Charter & Code.

GAP ANALYSIS

The internal review process for the renewal phase was spearheaded by Directorship, the Human Resources area in collaboration with the Monitoring / Steering Committee.

Objective and Process:

The primary goal of the GAP Analysis phase was to facilitate a participatory process, enabling every member of our research community to contribute their perspectives. This inclusive approach ensured that the insights and feedback from our diverse stakeholders were comprehensively gathered and considered.

During the GAP analysis, we actively exchanged ideas and suggestions with the goal of enhancing the CRAG experience across four key dimensions: ethics, recruitment, working conditions, and training and development. This collaborative effort aimed to identify actionable improvements that would benefit all aspects of our organization.

For the Gap Analysis process:

1. **Committee engagement:** The Working/Steering/Monitoring Committee met several times during the last period to analyze the information and prioritize the ideas for improvement.
2. **Survey implementation:** An internal survey was launched among the Working/Steering/Monitoring Committees to reinforce the ideas for the gap analysis and inform the new strategic plan.
3. **Contribution of New Staff:** New members of staff from 2022 and 2023 significantly enhanced our effectiveness and introduced innovative ideas that strengthened our organization's initiatives.

Stakeholder Representation:

The diverse makeup of this committee ensures representation not only from researchers but also from various committees and the broader Support Area of the Institute. These stakeholders include: The PhD Committee (R1); the Postdoc Committee (R2); Group Leaders (R4); the Works Council (comprising researchers and staff across all career stages); the Gender Commission; Heads of the Support Area, Managing Director, and our Director.

Core Areas of Focus:

At the heart of the Gap Analysis phase lay a collective endeavor: **to ensure every member of our research community had a voice.** We fostered an environment where ideas flowed freely, aiming to enhance the researcher experience at CRAG across four key dimensions:

- I. **Ethics: Open science, Data management plan and awareness of plagiarism.**
- II. **Recruitment and Selection: OTMR principles, improve and reinforce.**
- III. **Working Conditions.**
- IV. **Training & Development.**

The Gap Analysis and subsequent Action Plan formulation were truly collaborative efforts, embracing input from both grassroots engagement (via our research community) and top-down directives (courtesy of our Directorate and Deputy Directors).

ETHICAL & PROFESSIONAL ASPECTS

Crag has developed comprehensive guidelines on good research practice, aligning with commitments to ethical standards, particularly in farm animal research adhering to the Animal Welfare Act. These guidelines ensure ethical considerations are upheld in animal experimentation, emphasizing optimal experimental designs, minimizing the number of animals used, and prioritizing animal welfare.

Additionally, Crag has implemented specific training courses focused on ethical conduct in research, covering topics such as responsible data handling, good laboratory practices, and ethical norms of scientific research. Attendees are educated on issues like plagiarism, fraud, copyright, material transfer agreements, and confidentiality clauses. Prof. Pere Puigdomènech, with extensive experience in research ethics, oversees these training initiatives and serves as the Ombudsperson for dispute resolution.

Despite these efforts, there's a recognition of the need to strengthen dissemination and enhancement of the induction program. Crag aims to include an Open science and Data management strategy and bolster measures to prevent plagiarism in future research endeavors.

For more details, please refer to Crag's responsible research and innovation guidelines: [Crag Code of Conduct and Crag research integrity](#).

Therefore, new actions:

- **Disseminate Code of Good Scientific Practices in Welcome Sessions:** Future welcome sessions for newcomers at Crag will include a segment dedicated to the Code of Good Scientific Practices, ensuring all new members are aligned with our ethical standards from the outset.
- **Create Open Science and Data Management strategy:** Develop a comprehensive Open Science Strategy, which will include a detailed Data Management Plan to enhance the accessibility, interoperability, and reusability of research data.
- **Plagiarism Training & Awareness:** Enhance training programs and raise awareness about plagiarism, ensuring all researchers understand the implications of misconduct and the importance of maintaining integrity in their work.

RECRUITMENT & SELECTION

In 2019, CRAG established comprehensive guidelines for the recruitment process with the 'Recruitment Policy for Research Staff' and developed a 'Toolkit Recruitment.' Additionally, in 2022, we introduced the CRAG Jobs Tool, further enhancing our recruitment capabilities. Detailed information about our Recruitment Policy for Research Staff is available [here](#).

The GAP Analysis highlighted deficiencies in our internal oversight and evaluation of selection processes. Accordingly, our forthcoming Action Plan will incorporate measures to enhance monitoring and reporting mechanisms, which are essential for evaluating our adherence to CRAG standards and OTM principles.

There is also a pressing need to enhance the functionality of our existing e-recruitment tool by adding new features and expanding upon current ones. These enhancements are crucial for improving agility, establishing a more robust evaluation framework for selection processes, and enhancing the professional perception of our recruitment procedures to attract top-tier researchers.

After finalizing our internal global descriptions at CRAG between 2021 and 2023, which involved thorough consensus-building with the Directorship, Work Council team, General Manager, and HR, our next step is to ensure full compliance with new regulations in Spain and align our research profiles with the European frameworks.

Therefore, new actions:

- **Enhance CRAG JOBS or Internal Recruitment Platform:** Integrate the entire selection process within the same platform, enhancing the quality of our monitoring system in line with OTM principles.
- **Report Selection Processes with Strengths and Weaknesses of the Profile:** Generate reports on selection processes after the implementation of the Recruitment Tool.
- **Create and disseminate a PhD Brochure:** Develop an informative brochure about PhD programs and disseminate it during welcome sessions to better inform incoming doctoral candidates.
- **Implement Adaptation of Job Descriptions to Align with European Commission Profiles:** Align job descriptions with profiles outlined by the European Commission (R1-R4), enhancing recruitment practices and attracting candidates with skills relevant to European Commission criteria.

WORKING CONDITIONS & SOCIAL SECURITY

For the gap analysis of working conditions at CRAG, while significant strides have been made in reinforcing our induction program through the creation of a comprehensive Welcome Manual, tailored policies, and guidelines for our international talent, there remains a scope to further enhance the seamless integration of our international research staff, including our global team at CRAG. This underscores the ongoing need to develop a more robust and inclusive induction program.

Key Areas of Improvement and New Initiatives:

1. **Enhancement of Conflict Protocols:** We will review and better disseminate conflict protocols to ensure compliance with our internal protocols and to enhance understanding across the organization.
2. **Equality and Diversity Plan 2025-2028:** As we conclude our current Equality plan at the end of 2024, a new plan will be implemented, focusing on diversity actions, inclusion, and the improvement of our wellbeing programs. This plan will guide our strategies and actions through 2028.
3. **Internal Communication:** In line with our CRAG global challenge for 2024, we aim to improve our internal communication, specifically leveraging our objectives with the administrative staff to enhance overall operational effectiveness.
4. **Recruitment of an Academic Officer:** Budget permitting, we plan to recruit an Academic Officer to support and guide the future PhD candidates at CRAG, ensuring they receive optimal mentorship and career development opportunities.
5. **Establishment of Focus Groups:** To continuously improve and develop our working conditions, we will establish focus groups that will allow us to gather specific insights and feedback directly from our staff, fostering a more engaged and responsive workplace culture.
6. **Continuation of the Women in Science Initiative:** We will continue with our "Women in Science" group, focusing on specific projects throughout the year to increase efficiency and deepen our commitment to supporting women in science. For the upcoming plan, we will concentrate on more specific projects throughout the year to increase efficiency and understanding at CRAG. While it was a very good initiative, there is still 31% of actions to be completed; however, we believe in a new structure for the working group.
7. **Comprehensive Review of Working Conditions:** We will undertake a comprehensive review to identify areas where further improvements can be

made, ensuring that CRAG remains a leading institution not only in research but also as a place of employment.

TRAINING & DEVELOPMENT

At CRAG, we remain committed to the continuous development of our researchers, evident from our establishment of focus groups for PhD and Postdoctoral researchers. This initiative is designed to actively involve them in discussions about their experiences at CRAG, particularly concerning career development.

Current Initiatives and Improvements:

A [biannual training calendar](#), created during the previous planning period, outlines ongoing training opportunities. While this has set a foundation for structured learning, there is potential for enhancement, particularly in aligning the training action plan more closely with the specific needs and profiles of our researchers. Consequently, we will refine our actions to ensure each training initiative is tailored to the intended audience, maximizing relevance and impact.

Furthermore, the online mechanism for requesting and evaluating training actions, including a detailed CRAG training survey for each session, was established in 2024. This allows us to continuously assess and adapt our training offerings based on real-time feedback and emerging needs.

New Strategic Actions:

International Student Program as Host Institution: Expanding our global footprint, CRAG will serve as a host institution for an international student program with partner universities. This program will facilitate an exchange of knowledge and skills, enriching our research environment and providing our researchers with international exposure and collaboration opportunities.

Biennial Congress of Young Researchers: Set to be strengthened in 2025, this congress aims to provide a robust platform for young researchers at CRAG to present their work, network with peers, and gain insights from established scientists. This event will foster a vibrant scientific community that supports the next generation of researchers.

Biannual Training Catalog: We have published a comprehensive [training catalog](#), which details the commitments of CRAG to the development of researchers over the next two years. This catalog covers a wide range of areas, including soft skills, technological advancements, and scientific development, ensuring that our researchers are well-equipped to meet the challenges of modern scientific endeavors.

IMPLEMENTATION & TIMELINE

The Human Resources area at CRAG is tasked with coordinating and supervising the implementation of the HRS4R project during both the previous and the new plan periods. This supervision ensures that all actions align with our strategic goals and comply with established standards.

The oversight of the HRS4R project involves various key personnel who form part of the Monitoring, Working, and Steering Committees:

Direction	Maria Lois
General Manager	Laura Molinero
Principal Researcher & Vice director of KTT	Amparo Monfort
Principal Researcher	David Caparrós
Predocctoral Researcher	Nicole Pradas
Head of Sequencing (Scientific service)	Mercè Miquel
Head of Communication and Open Science	Muriel Arimon
Head of Projects and International affairs	Marta Sánchez
Head of Human Resources	Núria Jané

Implementation Strategy:

For the effective implementation of each action under the new plan:

Responsibility Assignment: Each action is assigned to a specific department or team, which is responsible for its execution and is required to report on progress.

Timeline and Monitoring: The timeline for checking the action, monitoring improvements, and addressing any issues is set on a quarterly basis. This structured timeline ensures regular assessments and agile responses to any emerging challenges.

Scheduled Meetings: Three meetings per year are scheduled to facilitate communication among all stakeholders involved in the implementation process. These meetings serve to review progress, discuss challenges, and plan future actions.

Continuous Follow-Up: The Human Resources area will conduct continuous follow-up to monitor and support the implementation process. This ongoing oversight is critical to maintaining the momentum and ensuring the success of each initiative.

ACTION PLAN 2024-2027

*Completed actions from previous Action Plans are not included.

** Actions contingent upon future funding from the Severo Ochoa program

I. ETHICAL AND PROFESSIONAL ASPECTS

Status	ACTION	C&C Principle	Responsible	Timeframe	Indicators/Targets
EXTENDED	Enhance awareness and training activities for general and CRAG-specific policies on ethics and good scientific practices (seminars, workshops and distribution of information).	2. Ethical Principles 3. Professional Responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good Practice in Research	Ombudsperson C&OS; Directorship	Q1 2024 to Q4 2026. Ongoing and continuous activity.	List and number of activities implemented
EXTENDED	Enhance the Outreach and Knowledge Diffusion program at CRAG.	2. Ethical Principles 7. Good Practice in Research 8. Dissemination, exploitation of Results 9. Public Engagement 11. Evaluation / Appraisal Systems 15. Transparency 23. Research Environment 28. Career Development 33. Teaching 39. Access to Research Training and Continuous Development	C&OS; Directorship	Q1 2024 to Q4 2026. Ongoing and continuous activity.	List of new activities implemented in the period.

Status	ACTION	C&C Principle	Responsible	Timeframe	Indicators/Targets
EXTENDED	Enhance Open Science awareness at Crag (through training, seminars, round tables, etc.) and develop an institutional strategy for FAIR Data.	8. Dissemination, exploitation of results. 9. Public Engagement.	C&OS	Q1 2025 to Q4 2026. Ongoing and continuous activity.	List of activities implemented in the period. FAIR Data plan developed.
NEW	Dissemination and inclusion in the future welcome sessions the code of good scientific practices. New welcome sessions - new welcome package for the newcomers at Crag. Monthly bases and according to newcomer's reports	3. Professional Responsibility 38. Continuing professional development	HR	Q1 2024 to Q4 2026. Ongoing and continuous activity.	Number of sessions; number of participants; creation of welcome sessions including a special part for good practices
NEW	Create Open Science and Data Management Strategy	3. Professional Responsibility 7. Good practice in research 8. Dissemination, exploitation of results.	C&OS, Directorship	Q3 2025 to Q4 2026.	Policy approved by Board, Implementation & diffusion
NEW	Plagiarism Training & Awareness	3. Professional Responsibility 7. Good practice in research	Directorship, IT	Q1 2025 to Q4 2026.	Guide and Training/seminar

II. RECRUITMENT

Status	ACTION	C&C Principle	Responsible	Timeframe	Indicators/Targets
NEW	Enhance CRAG JOBS (internal recruitment platform) or other new platform, by integrating the entire selection process within the same platform (screening before the interview). Enhance the quality of our monitoring system in line with OTMR principles (digital and effectiveness of the process).	11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code)	HR; IT	Q1 2025 to Q4 2026	Creation of the plan; Implementation; Number of successful hires made through the enhanced platform; Feedback from HR and hiring managers on the effectiveness of the monitoring system; Successful implementation of digital tools and technologies in the recruitment and monitoring processes.
NEW	Create and disseminate a PhD Brochure	22. Recognition of the Profession 38. Continuing Professional Development	HR; C&OS	Q1 2025 to Q6 2026	Document created, published; Dissemination in the welcome sessions; Time efficiency gains achieved through the new monitoring system.
NEW	Implement the adaptation of job descriptions to align with profiles outlined by the European Commission (R1-R4). This initiative aims to enhance recruitment practices, ensuring alignment with international standards and attracting candidates with skills relevant to European Commission criteria. Identification of research base competences.	22. Recognition of the Profession 38. Continuing Professional Development	HR; Directorship	Q1 2024 to Q4 2024	Track the effectiveness of recruitment efforts in attracting candidates with skills aligned to European Commission criteria; Feedback from researchers and relevant stakeholders; % increase in the match between required competences and competences possessed by recruited candidates
NEW	Report of selection processes with strengths and weakness of the profile (after the implementation of Recruitment Tool). Report.	11. Evaluation/ appraisal system 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 19. Recognition of qualifications (Code) 22. Recognition of the profession 38. Continuing Professional Development	P&IA; HR; IT	Q1 2025 on going	Number of reports; creation an online template with automatization

Status	ACTION	C&C Principle	Responsible	Timeframe	Indicators/Targets
NEW**	Attracting new Talent: Junior Group Leaders and Attracting new senior groups, Postdoctoral fellows.	12. Recruitment 19. Recognition of Qualifications 22. Recognition of the Profession 26. Funding and Salaries 30. Access to Career Advice 38. Continuing professional development	Directorate, P&IA; HR	Q1 2025 on going	Number of new Junior Group Leaders, postdocs recruited; reinforcing and attracting new senior groups.
EXTENDED	Training of CRAG Group Leaders and Senior Researchers in interviewing skills, following OTM-R principles and CRAG recruitment policy and guidelines. Support enhanced awareness of CRAG recruitment policies.	24. Working Conditions 27. Gender Balance 28. Career Development 29. Value of Mobility	HR and P&IA	Q1 2025 - Q1 2026	Awareness and training actions implemented.

III. WORKING CONDITIONS AND SOCIAL SECURITY

Status	Actions	C&C Principle	Responsible	Timeframe	Indicators/Targets
NEW	Revise and adapt our CONFLICT procedure including diversity. Create visual FAQs & Provide training. New Spanish law to involve and sense LGBTI people	2. Ethical principles 3. Professional Responsibility 7. Good practice in research 10. Nondiscrimination 34. Complaints / appeals	HR, Equality commission	Q3 – 2024 to Q4-2026	Employee feedback on the perceived fairness and effectiveness of the updated conflict resolution process; report conflicts after implementation and comparing with the previous; feedback on the clarity of the visual FAQs.
NEW**	Recruitment of ACADEMIC OFFICER. will be appointed to assist PhD students and design a committed training plan. He/she will participate in the academic liaison with universities and coordinate the annual monitoring by a newly created PhD ADVISORY COMMITTEE (PAC) (TR2).	3. Professional Responsibility 28. Career Development 37. Supervision and Managerial Duties 39. Access to Research Training and Continuous Development	Directorate, Academic Affairs, HR	Q3-Q4 2025-2026	Hire Academic Officer, Plan implementation, PAC meeting outcomes, university collaboration,
EXTENDED	Implement a yearly revision and update of the CRAG Welcome Manual incorporating additional information or policies as appropriate.	2. Ethical principles 3. Professional Responsibility 7. Good practice in research 15. Transparency 18. Recognition of Mobility Experience 24. Working conditions	C&OS; All Administration Offices; IT	Q1 2024 and yearly afterwards (Q1 2025, 2026)	Yearly revisions completed
EXTENDED	Development of the "Women in Science" (WiS) 2021-2024 CRAG Plan of Action	24. Working Conditions 27. Gender Balance	WiS Committee; Directorship	Q4-2024 Final Plan; Creation new plan 2025-2026	Plan approved by Directorship

Status	Actions	C&C Principle	Responsible	Timeframe	Indicators/Targets
EXTENDED	Foster seamless integration for foreign researchers at CRAG: Translate all pertinent documents to English, enhance comprehension of internal regulations and labor conditions, and optimize internal procedures through an English FAQ section and a disseminated checklist.	5. Contractual and legal obligations 6. Accountability 24. Working conditions 30. Access to Career Advice	HR, Work Council	Q1-2024; Q4-2026	Identify all relevant documents, forms, and procedures; % foreign researchers reporting and improvement; Number of FAQs CREATED; number of translations and adaptation; dissemination and creation checklist; Establish and maintain an FAQ section in English on internal procedures.
NEW	Start new induction program with monthly welcome sessions involving support units. Reinforcing Health and Safety laboratory procedures.	4. Professional attitude 5. Contractual and legal obligations 15. Transparency (Code) 23. Research environment 24. Working Conditions 37. Supervision and Managerial Duties 38. Continuing Professional Development	HR, Others administrative units	Q1 2024 - Planning and coordination; Q2 Pilot Program; Q4 2024 evaluation and adjustment	Number of new researchers participating in the induction program; Attendance rates at monthly welcome sessions; Positive feedback from new researchers regarding the effectiveness of the induction program; Positive feedback from support units on their involvement in the process. Integration Metrics: Measure the integration and engagement of new researchers within the institution. Assess the collaboration and coordination among different support units.
NEW	Create new Equality and Diversity Plan 2025-2027	10. Nondiscrimination 27. Gender Balance	HR, work council	Q4 2024 – Q4 2026	Plan creation: Dissemination and implement actions
NEW	Improve internal communication at CRAG	35. Participating in decision making bodies	Directorate, C&OS	Q1 2024 to Q4 2025	Employee surveys; Newsletter/Open Rate

Status	Actions	C&C Principle	Responsible	Timeframe	Indicators/Targets
NEW	Establish focus groups for PhD and Postdoctoral researchers to actively engage them in matters related to life at CRAG (Career development)	3. Professional Responsibility 28. Career Development 30. Access to Career Advice 35. Participation in Decision-Making Bodies 37. Supervision and Managerial Duties 38. Continuing Professional Development 39. Access to Research Training and Continuous Development	Directorate, Academic Affairs, HR.	Q3 2024 and yearly bases	Participation, creation
EXTENDED	Further facilitate integration of foreign researchers in the CRAG community: develop a new CRAG intranet fully in English.	30. Access to Career Advice	IT; other Administration Offices; Technical Services	New date: Q3 2024	New intranet in English developed and implemented
EXTENDED	Implement the use of individual Career Development Plans (CDP) as established in the MSCA programs and particularly in the MSCA COFUND CRAG 2021-2026 international postdoctoral program (AGenT). Initiate the progressive expansion of the use of CDPs for all postdoctoral researchers at CRAG, irrespective of their funding source.	11. Evaluation / Appraisal Systems	P&IA, HR	Q3 2021 and continuous afterwards	CDPs for all MSCA Postdoctoral Fellows
EXTENDED	Implementation of the program for mentoring Postdoctoral Fellows as planned in the MSCA COFUND AGenT program. Consider the progressive expansion of this mentoring program to all Postdoctoral Fellows.	36. Relation with supervisors 38. Continuing Professional Development	P&IA, Directorship	Q4 2021 and continuous afterwards	Mentoring program implemented

IV. TRAINING

Status	Actions	C&C Principle	Responsible	Timeframe	Indicators/Targets
NEW	Develop a biannual Training Catalog, curating a comprehensive selection of professional development opportunities.	28. Career Development 33. Teaching 39. Access to Research Training and Continuous Development	HR, Work Council and Training Commission	Q1 2024 & Q1 2026	Number of Training catalogue publish and updating
NEW	Strengthen the CRAG TRAINING tool by expanding its set of indicators to better monitor and evaluate the effectiveness of training programs, fostering continuous improvement and informed decision-making	6. Accountability 7. Good Practice in Research 11. Evaluation / Appraisal Systems. 15. Transparency 35. Participation in Decision-Making Bodies 38. Continuing Professional Development	HR; IT	Q1 2025 & Q1 2026	Count new indicators created; user friendly indicators;
NEW	Soft skills training: on the importance of transferable and presentation skills, ethics , literature reading and reviewing, research protocol and grant writing, networking, and career opportunities for researchers .	2. Ethical Principles 3. Professional Responsibility 9. Public Engagement 11. Evaluation / Appraisal Systems 25. Stability and Permanence of Employment 28. Career Development 30. Access to Career Advice 33. Teaching 38. Continuing Professional Development	HR, Directorship	Q1 2025 – Q4 2026	Participation rate, follow up surveys; % attendance.
EXTENDED	Implement an internal online mechanism to request and evaluate training actions.	28. Career development 36. Relation with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development	HR, IT	Q1 2024	Internal tool for training actions (survey)

Status	Actions	C&C Principle	Responsible	Timeframe	Indicators/Targets
EXTENDED	Develop an annual program of activities targeted to Early Career Researchers and specifically addressing last year PhD students and Postdoctoral Fellows , to provide different perspectives of the professional career (e.g., seminars, debates and round tables with professionals from industry, technology transfer, scientific management, journalism).	8. Dissemination, Exploitation of Results 9. Public Engagement 19. Recognition of Qualifications 23. Research Environment 28. Career Development 33. Teaching 35. Participation in Decision-Making Bodies 38. Continuing Professional Development 39. Access to Research Training and Continuous Development	C&OS, P&IA, KTT, HR	Q3 2024 to Q4 2026 Continuous activity.	List and number of activities offered.
EXTENDED	Develop and implement an awareness and training program in Knowledge and Technology Transfer.	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code)	KTT, HR	Q4 2021 to Q4 2023. Continuous activity.	List and number of training activities offered. Number of participants.
NEW**	Host institution in Taiwan (NTU program) - (not limited to summer school). Seek international partnerships (attracting talent from bachelor's programs).	9. Public Engagement 39. Access to Research Training and Continuous Development	C&OS, P&IA, HR	Q1 – Q4 2024	List of participants. Feedback from the participants.
NEW**	Biennial Congress of Young Researchers. Set to be strengthened in 2025, this congress aims to provide a robust platform for young researchers at CRAG to present their work, network with peers, and gain insights from established scientists. This event will foster a vibrant scientific community that supports the next generation of researchers.	28. Career Development 33. Teaching 39. Access to Research Training and Continuous Development	P&IA, HR, Directorate	Q1-Q4 2025	List and number of training activities offered. Number of participants.

Status	Actions	C&C Principle	Responsible	Timeframe	Indicators/Targets
NEW**	Bringing new methodologies to CRAG. TRAIN program will support international training of young researchers in cutting-edge technologies, which they will make available to all CRAG researchers, and the Scientific Facilities.	28. Career Development 33. Teaching 39. Access to Research Training and Continuous Development	P&IA, HR, Directorate	Q1 2025 – Q4 2026 Continuous activity.	List and number of training activities offered. Number of participants.
EXTENDED	Consider the development of internship opportunities for CRAG PhD students and/or Postdoctoral Fellows in the Offices of Communications & Open Science, Projects & International Affairs and/or Knowledge & Technology Transfer, in order to provide new transferable and transversal skills and experience.	38. Continuing Professional Development 39. Access to research training and continuous development	C&OS, P&IA, KTT, HR	Q1-Q2 2024 and ongoing afterwards	Plan developed. Number of internships offered.