

# HR EXCELLENCE IN RESEARCH ACTION PLAN

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
<p><b>Action 1. CONTINUE THE PROCESS OF IMPROVING OCCUPATIONAL HEALTH AND SAFETY PRACTICES</b></p> <ul style="list-style-type: none"> <li>• Begin the transition from the current external prevention service to the implementation of an in-house prevention service equipped with adequate resources.</li> <li>• Increase material and human resources for the detection, training, and information regarding occupational hazards.</li> <li>• Communicate health and safety policies to employees as part of the Welcome Pack</li> <li>• Finalize and implement the Action Plan resulting from the psychosocial risk assessment of the entire organization, leveraging potential synergies between the two</li> </ul>	1.	1Q 2027-3Q 2027	Head HSE	<ul style="list-style-type: none"> <li>• Number of occupational risk training sessions conducted per quarter.</li> <li>• Percentage of employees trained on specific and general risks.</li> <li>• Percentage of new employees who receive the welcome package with OS&amp;H Policy in welcome package.</li> <li>• Percentage of employees who complete mandatory OS&amp;H Policy training within the first month.</li> <li>• Percentage of corrective measures implemented relative to</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p><b>ACTION 2. IMPROVE COMMUNICATION WITH THE PUBLIC</b> ·</p> <ul style="list-style-type: none"> <li>• Gradually increase the staff and internal resources allocated to the communications function.</li> <li>• Create a centralized department for corporate communications and R&amp;D&amp;I projects.</li> <li>• Commit to improving scientific communication with the public through interdepartmental collaboration on published news items.</li> </ul>	16	1Q2028 3Q2028 2Q2029	Director & Head KTT	<p>proposals.</p> <ul style="list-style-type: none"> <li>• Number of communications professionals hired vs. planned number.</li> <li>• Number of scientific news stories published per month or quarter.</li> <li>• Percentage of scientific news stories produced with the participation of researchers.</li> <li>• Number of outreach activities (webinars, talks, open house events).</li> </ul>
<p><b>ACTION 3. DEVELOP, APPROVE, AND IMPLEMENT A RESEARCH INTEGRITY POLICY</b> ·</p> <ul style="list-style-type: none"> <li>• To consolidate and expand upon the guidelines outlined in the best practices manual, the complaints manual, and</li> </ul>	1 2	1Q2027-2Q2027	Managing Director	<ul style="list-style-type: none"> <li>• Number of documents reviewed and updated (manuals, protocols, codes).</li> <li>• Date of</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p>other documents, incorporating additional topics such as conflicts of interest and ethics.</p> <ul style="list-style-type: none"> <li>To document that researchers have academic freedom within the scope of the institution's research objectives.</li> <li>Establishment of an institutional committee on research ethics and integrity.</li> </ul>				<p>approval of the integrity policy vs. planned timeline.</p> <ul style="list-style-type: none"> <li>Date of the committee's formal establishment vs. planned date.</li> <li>Number of meetings held per quarter.</li> <li>Number of cases or inquiries handled by the committee.</li> </ul>
<p><b>ACTION 4. REVIEW IREC'S RESEARCHER HIRING PROCEDURES TO BRING THOSE THAT DO NOT CURRENTLY ALIGN WITH OTM-R POLICIES INTO COMPLIANCE.</b></p> <ul style="list-style-type: none"> <li>Develop information to be posted on the IREC website's careers section regarding promotion prospects, career paths, working conditions, etc.,</li> </ul>	<p>4. 10</p>	<p>1Q2027-2Q2027</p>	<p>Head HR</p>	<ul style="list-style-type: none"> <li>Number of inquiries received regarding career opportunities (indicator of interest and clarity).</li> <li>Percentage of job postings that include a benefits statement.</li> <li>Number of clicks or views on the</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p>for different professional levels, which could indirectly help candidates better understand whether their aspirations match the profiles sought.</p> <ul style="list-style-type: none"> <li>• Include an informational note on the job postings page summarizing the employment benefits offered by IREC.</li> <li>• Increase coordination between the HR department and group leaders during the onboarding process.</li> <li>• Include automatic feedback and a recruitment quality control system within the computerized selection procedure.</li> <li>• Post job openings on forums for women researchers.</li> <li>• Improve communication regarding established incentives.</li> </ul>				<p>benefits section.</p> <ul style="list-style-type: none"> <li>• Percentage of candidates who receive automatic feedback at each stage of the process..</li> <li>• Percentage of job postings published on forums specifically for women researchers.</li> <li>• Average duration of the selection process.</li> </ul>
<p><b>ACTION 5. IMPROVE GENDER AND EQUALITY POLICIES</b></p> <ul style="list-style-type: none"> <li>• Implement the second equality plan in these four areas:</li> </ul>	4	1Q2027	Head HR	<ul style="list-style-type: none"> <li>• Number of internal communications related to</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<ul style="list-style-type: none"> <li>○ Area 1. Organizational culture and management</li> <li>○ Area 2. access to new professional positions, recruitment, career advancement, compensation, and job classification</li> <li>○ Area 3. Reorganization of working hours, working conditions, and health</li> <li>○ Area 4. Staff training to eradicate harassment, gender-based violence, and discrimination</li> <li>● Drafting of the LGBTIQ+ equality plan</li> </ul>				<p>equality and diversity.</p> <ul style="list-style-type: none"> <li>● Number of Equality Committee meetings per year.</li> <li>● Number of incidents or complaints related to discrimination recorded and addressed.</li> <li>● % of internal promotions awarded to women vs. men.</li> <li>● Number of harassment cases handled according to protocol.</li> <li>● Percentage of women in leadership positions.</li> </ul>
<p><b>ACTION 6. ESTABLISH A COMPREHENSIVE MENTORING</b></p>	<p>20</p>	<p>1Q2028-3Q2028</p>	<p>Managing Director</p>	<ul style="list-style-type: none"> <li>● Annual budget allocated to</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p><b>PLAN</b></p> <ul style="list-style-type: none"> <li>• Create a mentoring plan for doctoral students and other researchers.</li> <li>• Allocate resources to provide training and mentoring within the Center.</li> <li>• Allocate core resources to R&amp;D groups so that principal investigators and permanent staff have more time available to devote to mentoring, monitoring, and guiding early-career or pre-established researchers.</li> <li>• Develop an internal mentoring program to welcome new researchers.</li> </ul>			<p>&amp; Head HR &amp; IP</p>	<p>mentoring and training activities.</p> <ul style="list-style-type: none"> <li>• % of mentors trained in key skills (leadership, communication, supervision).</li> <li>• Number of materials or guides developed (mentor handbook, mentee guide, protocols).</li> <li>• Number of training activities conducted per year.</li> </ul>
<p><b>ACTION 7. IMPROVE INFORMATION REGARDING RESEARCHERS' CAREER PATHS.</b></p> <ul style="list-style-type: none"> <li>• Implement the second version of the career development plan (PDP) for researchers, which is currently under</li> </ul>	<p>12 13 17</p>	<p>2Q2027- 1Q2028</p>	<p>Director &amp; Head HR &amp; IP</p>	<ul style="list-style-type: none"> <li>• Number of informational sessions on the PDP.</li> <li>• Number of downloads or views of the PDP on the</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p>negotiation, noting that it is subject to approval and funding by the regional government to which the institution is affiliated.</p> <ul style="list-style-type: none"> <li>• Implement mechanisms to collect and analyze feedback from early-career researchers on the effectiveness of professional development initiatives and adjust strategies accordingly.</li> <li>• Create a communication program and offer informational sessions on career development for all staff.</li> <li>• Implement an institutional-level professional development strategy that addresses all stages of the research career.</li> <li>• Involve Principal Investigators (PIs) in the career development of R1 and R2 researchers.</li> </ul>				<p>intranet.</p> <ul style="list-style-type: none"> <li>• Number of courses offered annually in leadership, communication, and conflict resolution.</li> <li>• % of exit interviews conducted.</li> </ul>
<p><b>ACTION 8. IMPROVE GROUP SUPERVISION AND MANAGEMENT MECHANISMS</b></p> <ul style="list-style-type: none"> <li>• Develop a “best practices” guide to assist less experienced supervisors</li> </ul>	<p>7 20</p>	<p>2Q2027-3Q2028</p>	<p>Head HR</p>	<ul style="list-style-type: none"> <li>• Number of informational sessions on the guide.</li> <li>• Number of</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p>and ensure that early-career researchers are aware of their rights and responsibilities.</p> <ul style="list-style-type: none"> <li>• Promote training for group leaders and other principal investigators in leadership and people management, conflict resolution, and verbal and nonverbal communication.</li> <li>• Create mandatory courses for staff responsible for interns or pre-doctoral students to learn how to provide guidance and ensure proper follow-up.</li> <li>• Equality courses should be mandatory for department heads.</li> <li>• Standardize research group policies.</li> <li>• Create and implement a protocol for leaving the institution.</li> </ul>				<p>courses offered per year.</p> <ul style="list-style-type: none"> <li>• Average time between the assignment of a graduate student and the supervisor's training.</li> </ul>
<p><b>ACTION 9. IMPROVE TRAINING</b>  <b>·OFFER ONGOING COURSES THAT MEET THE SPECIFIC NEEDS OF EACH DEPARTMENT.</b></p> <ul style="list-style-type: none"> <li>• Increase the availability of online courses and integrate new</li> </ul>	19	1Q2027-1Q2028	Head HR & IP	<ul style="list-style-type: none"> <li>• Number of courses designed specifically for each department.</li> <li>• Number of</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p>technologies, such as AI, into training.</p> <ul style="list-style-type: none"> <li>• Develop a training strategy with specific pathways for each stage and need of the scientific and technical career.</li> <li>• Establish a multi-year training plan, coordinated and monitored by the HR department.</li> <li>• Thoroughly publicize the available courses and whether funding is available or remaining (e.g., Tripartite Foundation).</li> <li>• Consider training as part of the quality criteria for research staff, which should be required for the progression and evaluation of the different stages of the professional career plan.</li> </ul>				<p>courses incorporating AI or other emerging technologies.</p> <ul style="list-style-type: none"> <li>• Existence of a multi-year plan (yes/no) and degree of implementation (%).</li> <li>• Formal inclusion of training in evaluation criteria (yes/no).</li> <li>• Course completion rate.</li> </ul>
<p><b>ACTION 10. ESTABLISHMENT OF ADVISORY COMMITTEES OF RESEARCHERS TO PARTICIPATE IN VARIOUS BODIES OR COMMITTEES WITHIN THE ORGANIZATION</b></p> <ul style="list-style-type: none"> <li>• Encourage the participation of</li> </ul>	13	1Q2027	Director	<ul style="list-style-type: none"> <li>• Total number of committees with active researcher participation</li> <li>• % of committees that</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p>researchers, including those in the early stages of their careers, in committees responsible for hiring, strategy, training, ethics and integrity, gender and equality, etc., while considering the extent of the participation of researchers at each professional level in these committees.</p>				<p>include early-career researchers (R1–R2)</p> <ul style="list-style-type: none"> <li>• % of gender representation on committees</li> </ul>
<p><b>ACTION 11. UPDATE THE WELCOME HANDBOOK</b></p> <ul style="list-style-type: none"> <li>• Review and update the Welcome Handbook (digital version) annually; it is available in Spanish and English.</li> <li>• Make the starting package readily available to researchers and new hires</li> <li>• Communicate the integration policy and the policies on ethics and best practices to researchers who are part of the starting package.</li> </ul>	<p>ALL</p>	<p>1Q2027</p>	<p>Head HR &amp; IT &amp; KTT</p>	<ul style="list-style-type: none"> <li>• Frequency of updates to the Welcome Handbook</li> <li>• % of new researchers who receive the Welcome Handbook</li> <li>• Number of documented reviews</li> </ul>

# HR EXCELLENCE IN RESEARCH ACTION PLAN

<p><b>ACTION 12. LAUNCH, OUTREACH, COMMUNICATION REGARDING HRS4R AND OTM-R, AND EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Project kickoff.</li> <li>• Training seminars on these strategic priorities for researchers and managers.</li> <li>• Develop content in Spanish and English for the HRS4R website.</li> <li>• Periodically assesses researchers' level of knowledge and engagement.</li> </ul>	<p>ALL</p>	<p>1Q2027</p>	<p>Managing Director &amp; Head HR</p>	<ul style="list-style-type: none"> <li>• Launch event held (yes/no)</li> <li>• Number of communication activities related to the launch (emails, news articles, etc.)</li> <li>• % of managers trained in HRS4R and OTM-R</li> <li>• Number of content items published on the HRS4R website</li> <li>• Number of visits to the HRS4R website</li> </ul>
--	------------	---------------	--	---