1 – GAP ANALYSIS - PROCESS

Case number: 2025PT336606

Name Organisation under review: Center for Neuroscience and Cell Biology (CNC)

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SUBMISSION DATE: 5 June 2025

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PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. [1] These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4[2], as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Ana Isabel Silva (WG)	Head of the Human Resources Office	Human Resources Office
Cristina Márquez (WG)	Group Leader (R4)	Neural Circuits of Social Behaviour Lab
Elsa Henriques (WG)	Head of the Financing and Project Management Office	Financing and Project Management Office
Luís P. Almeida (WG)	CNC-APSFL Director / Group Leader (R4) / Associate Professor	Board of Directors
Mariana Pereira (WG)	Legal Expert	Legal and Human Resources Office

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[1]

[2]

Raquel Rodrigues (WG)	Project Manager	Financing and Project Management Office
Claudia Cavadas (CG)	Group Leader (R4) / Full Professor	
Ana Luísa Carvalho (CG)	Group Leader (R4) / Full Professor	Synapse Biology group leader
Catarina Cunha (CG)	Head of the Technology Transfer Office	Technology Transfer Office
Carlos Duarte (CG)	Group Leader (R4) / Full Professor	Neuronal Signalling group leader
Luísa Cortes (CG)	Head of the Microscopy Imaging Center of Coimbra (MICC)	MICC
Sara Amaral (CG)	Head of the Science Communication Office	Science Communication Office
Laura Carvalho (CG)	PhD student's representative (R1)	PhD student's representative
Daniela Costa (CG)	PhD student's representative (R1)	PhD student's representative
Cláudia Deus (CG)	Postdoc representative (R2)	Advanced Therapies Lab
Emanuel Candeias (CG)	Postdoc representative (R2)	Gut-Brain Axis Lab
Luís Ribeiro (CG)	Postdoc representative (R2)	Synapse Biology Lab
Lisa Rodrigues (CG)	Postdoc representative (R2)	Medical Microbiology
Cândida Mendes	Laboratory Technician (R1)	Health Security and Safety Office
Andreia Costa Andrade	Legal Expert	Data Protection Office

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4[3], as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used **in the largest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career 'level', type of contract etc. etc.*

For a description of R1-R4, see
https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
HRS4R Working Group (WG)	Meetings and email	The HRS4R Working Group, was the main discussion/analysis body regarding most of the identified gaps in the GAP-analysis, as well as the initiatives undertaken and the suggestions for improvement. Several meetings were held between the members of this group both in-person and via teleconferences and correspondence via e-mail. During these meetings, each of the 40 principles of the Charter&Code were discussed and evaluated with the goal to identify the general compliance of the institution for each of the principles. The WG has also identified the compliance of the institution with the OTM-R and, based on the gaps identified in the GAP-analysis and the OTM-R designed the action plan for the institution.
HRS4R Consulting Group (CG)	Meetings and email	The Consulting Group is composed of researchers R1 to R4, and the heads of the relevant offices/infrastructures at CNC. This group had the goal to give feedback and advice to the WG regarding the gaps identified in the GAP-analysis, the compliance with OTM-R and to give feedback and input for the design of the action plan to be implemented during the second stage of the HRS4R process (Implementation Phase), when the time comes.

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		The confluence of diverse backgrounds and viewpoints among CG members (and also WG members) stimulated a fruitful debate that led to a more comprehensive identification of the gaps between "where we are" and "where we want to be" regarding the 40 principles of the Charter&Code.

Please describe how was appointed the Committee overseeing the process:

Due to the strategic relevance of the adoption of the Charter&Code and the implementation of the HRS4R process at CNC, the Working Group also functions as the Committee that oversees the process since the members are high level representatives of the main areas involved: the Director of CNC, the Head of the Human Resources Office, CNC's Legal Expert, the Head of the Financing and Project Management Office and DYNAbrain's ERA Chair Holder and Project Manager.

This Committee was appointed based on their knowledge of the institutional procedures.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Free text 200 words maximum
This Working Group was appointed based on their knowledge of the institutional procedures.