REVISED Action Plan 2025 - 2028

Title Action	Timing	Responsible Unit	Indicator(s)/ target(s)	GAP Principle(s)	Current Status	Remarks
EXTENDED ACTIONS FROM INTERIM PHASE:						
Action 21. To develop career development plans for each type of researcher positions	Q3 2027	SAS Office - Dpt. R&D, SAS Office, SAS Presidium, SAS Institutes	I1: Published guide on career development plans. T:1 To provide researchers with better information early in the recruitment process.	(+/-) 11. Evaluation/ appraisal systems (++) 25. Stability and permanence of employment (-/+) 28. Career development (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	EXTENDED	Due to personnel changes within the HR department, the timeline for this action has been extended. The revised implementation period is set for Q3/2027.
Action 32. To outline a career development plan for employees	Q3 2027	SAS Office - Dpt. R&D, SAS Presidium, SAS Institutes	I1: Published career development plan for employees. I2: Implementation of the career development plan for employees. I3: Career development trainings (number). T1: To improve career development planning for employees. T2: To unify and formalize ongoing practices in this field.	(++) 25. Stability and permanence of employment (-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 37. Supervision and managerial duties (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	EXTENDED	Due to personnel changes within the HR department, the timeline for this action has been extended. The revised implementation period is set for Q3/2027.
Action 41. To outline a code of conduct for project leaders and project collaborators	Q2 2027	SAS Office - Dpt. R&D, SAS Presidium, SAS Institutes	I1 Study on possible scenarios for adopting a code of conduct for project leaders and project collaborators (document). I2 Based on the study, drafting and adoption of the code of conduct, or another procedure. T1 To define rights and responsibilities of the project leaders and project collaborators.	(++) 1. Research freedom (-/+) 2. Ethical principles (+/-) 3. Professional responsibility (++) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems (+/-) 16. Judging merit (Code) (+/-) 23. Research environment (++) 24. Working conditions (-/+) 26. Funding and salaries (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship (++) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-) 40. Supervision	EXTENDED	The EU Project Support Office was established within the Department of Research and Development at Office SAS in 2022 and is working on this task. However, the office is understaffed (1 person), which has affected the pace of progress. Although efforts are ongoing, the task could not be completed. The action has been postponed to the next phase. The revised timeline is set for Q2/2027.
Action 42. To develop a mentoring scheme	Q3 2028	SAS Office - Dpt. R&D, Dpt. Science Edu, SAS Institutes, SAS Presidium	I1: Analysis of the options of mentoring scheme (document). I2: Consultation of the proposed scenarios and identification of the best one (number of interactions). I3: Implementation of the best scenario. T1: To provide a professional mentoring. T2: To define the position of mentor and mentored person.	(+/-) 3. Professional responsibility (-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 32. Co-authorship (++) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	EXTENDED	Due to personnel changes within the HR department, the timeline for this action has been extended. The revised implementation period is set for Q3/2028.

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NEW PROPOSED ACTIONS:					
Action 46. To strengthen competencies in research ethics by organizing workshops and training sessions	Q4 2026	SAS Office - Dpt. R&D, SAS Presidium, SAS Ethics Committee	T: Enhance researchers' understanding and practice of research ethics principles across all career stages (R1–R4). I: Number of workshops and training sessions on research ethics delivered annually (photos, attendance lists, program). I2: Training materials on research ethics prepared and published on the intranet/institutional cloud (E-learning video, brochures; hyperlink). I3: Survey results showing increased awareness and understanding of research ethics principles (target ≥ 40%).	(+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude	NEW
Action 47. To develop and pilot a comprehensive onboarding guide and adaptation process for other staff at Office SAS, with the aim of implementing it across participating SAS institutes following the pilot evaluation in the next phase	Q1 2028	SAS Office - HR dpt., Dpt. R&D, SAS Presidium, SAS Institutes	T: Design and pilot a standardized onboarding and adaptation process at the SAS Office. I: Document of the structured onboarding and adaptation process prepared, approved by the Office SAS management and published on the intranet (hyperlink). I2: Provided templates, supporting all process roles approved by the Office SAS management (Joining Checklist and Instructions, New Employee Guide, Welcome email, Employee Adaptation Plan etc.) published on the intranet (hyperlink with zip file).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 24. Working conditions (+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-) 40. Supervision	NEW
Action 48. To revise the current recruitment and selection process based on inputs from participating SAS institutes, and implement the updated process in line with the OTM-R principles (OTM-R policy).	Q3 2026	SAS Office - HR dpt, Dpt. R&D, SAS Presidium, SAS Institutes	T1: Revised and standardised recruitment and selection process aligned with OTM-R principles. T2: Implementation of the revised process at participating institutes and the SAS Office. I1: Revised document approved by the Presidium of SAS, translated into English, and published online (hyperlink). I2: Number of training sessions held with institute coordinators (hyperlink). I3: Revised brochures and training materials for the Selection Committees (hyperlink).	(+/-) 12. Recruitment (+/-) 14. Selection -/+) 13. Recruitment (+/-)15. Transparency (+/-) 16. Judging merit (+/-) 17. Variations in the chronological order of CVs (+/-) 20. Seniority (+/-) 27. Gender balance	NEW
Action 49. To develop and pilot a structured offboarding process for other staff at Office SAS, with the aim of implementing it across participating SAS institutes following the pilot evaluation in the next phase	Q1 2028	SAS Office - HR dpt., Dpt. R&D, SAS Presidium, SAS Institutes	T: Design and pilot a standardized offboarding process at the SAS Office. I: Structured offboarding guidelines document prepared, approved by SAS Office management, and published on the intranet (hyperlink). I2: Templates and guidelines provided (Knowledge Transfer Plan, Exit Checklist, Exit Interview Guide, and Survey) approved by SAS Office management, and published on the intranet (hyperlink).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 24. Working conditions (+/-)	NEW
Action 50. To implement HRS4R/HR driven initiatives to raise awareness through HRS4R and HR practices	Q2 2028	SAS Office - HR dpt., Dpt. R&D, SAS Presidium, SAS Institutes	T: To embed HRS4R values into everyday HR activities and institutional culture. I: Awareness materials prepared (1 brochure) online (hyperlink). I2: 2 newsletters, 2 website posts (hyperlink). I3: 2 workshops and webinars delivered (photos, attendance lists, print screens). I4: Survey report showing awareness level of HRS4R and HR practices (target ≥ 40%).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 24. Working conditions (+/-)	NEW

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NEW PROPOSED ACTIONS:					
Action 51. To conduct analysis of existing SAS jobs / positions and assess feasibility of unified SAS Job Catalogue and Competence Framework	Q1 2027	SAS Office - HR dpt., Dpt. R&D, SAS Presidium, SAS Institutes	T: Complete analysis which includes related job descriptions and competency models as a basic pillar for multiple stages of the employee life cycle, using also the European Framework for Research Careers, which identifies both necessary and desirable competencies for each of the four broad profiles for researchers (R1 to R4). T2: To assess the possibility of harmonizing job descriptions into a unified catalogue. I1: Job analysis published online (hyperlink). I2: Report on the potential for a unified SAS Job Catalogue and Competence Framework prepared and published online (hyperlink).	(+/-) 11. Evaluation/appraisal systems (+/-) 16. Judging merit (-/+) 21. Postdoctoral appointments (++) 22. Recognition of the profession (+/-) 33. Teaching (+/-) 37. Supervision and managerial duties (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	NEW
Action 52. To assign Euraxess profiles of the participating institutes of SAS under the main SAS Euraxess profile to which has been granted the HR Excellence in Research Award logo	Q2 2027	SAS Office, Dpt. R&D, SAS Presidium, SAS Institutes	T: Achieve unification of SAS participating institutes under one official SAS Euraxess profile holding the HR Excellence in Research Award logo. I: Formal request (application) for the RTD Charter prepared and submitted (application, print screens). I2: Documented communication with the RTD Charter administrator team (print screens).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude	NEW
Action 53. To digitalise project schemes of SAS	Q3 2027	SAS Office, Dpt. R&D, SAS Presidium, SAS Institutes	T: Successfully migrate paper-based project schemes to the electronic platform Orbitus within the planned timeframe. I: 50% of project schemes successfully migrated to the Orbitus platform (print screens from the system; hyperlink). I2: User guidelines prepared and published online (hyperlink).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 23. Research environment (++) 24. Working conditions	NEW
Action 54. To share and gain best practices among HR awarded institutions across Europe	Q2 2028	SAS Office - HR dpt., Dpt. R&D, SAS Presidium, SAS Institutes	T: Strengthen collaboration through regular sharing of best practices with HR Excellence in Research Awarded institutions across Europe. I: Organize or participate in networking meetings, workshops, or webinars organized with HR Awarded institutions (at least 1 annually). I2: Documented participation in European HR Excellence in Research events (LinkedIn posts, website articles, hyperlinks).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 23. Research environment (++) 24. Working conditions	NEW
Action 55. To engage more SAS institutes in the HRS4R	Q3 2028	SAS Office - HR dpt., Dpt. R&D, SAS Presidium, SAS Institutes	T: Strengthen the involvement of additional SAS institutes in the HRS4R process. I: Number of SAS institutes (2) that have fulfilled the formal conditions for joining the HRS4R strategy and published the HR Excellence in Research logo on their institutional website (hyperlink). I2: Newly joined institutes have implemented OTM-R principles (hyperlink).	(+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 23. Research environment (++) 24. Working conditions	NEW