

TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2025PL321307

Name Organisation under review: Sano – Centre for Computational Personalised Medicine International Research Foundation

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DATE ENDORSEMENT CHARTER AND CODE: 27.02.2025

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 R4², 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:

Sano is an independent organisation, which was established thanks to funding from the European Commission, the Polish Ministry of Science and the Foundation for Polish Science. Sano has been built from the ground up, with no administrative or HR support from partnering organisations. At the start of the operations of Sano, professional teams responsible for various operational parts were established to aid Sano researchers and lessen their administrative burden. Such teams are a part of the Support and Development structure and operate in HR – Human Talent team, Procurement, IT Support, Legal matters, Business Development and Communication, Project Management.

These existing teams possess the necessary expertise to effectively implement and uphold the principles of the HR Excellence in Research initiative. By integrating these responsibilities into the ongoing work of established units, Sano ensures a coherent, responsive, and streamlined approach, avoiding unnecessary duplication of effort and enabling agile adaptation to evolving institutional needs.

The European Charter for Researchers and its principles have been the basis for all HR regulations and operations since the establishment of Sano. The preparations for the application for the prestigious HR Excellence in Research award have already started in 2023. The organisation officially submitted the letter

endorsing the 20 principles of the revised Charter on 27.02.2025. The Sano Director delegated the Human Talent team (part of the Support and Development structure at Sano) to oversee the application process and directly engage with relevant stakeholders in the organisation.

General Sponsor:

Maciej Malawski – Sano Director and Extreme Scale Data and Computing Research Team Leader – R4

Name	Position	Management line/ Department
Michał Gołębek	Senior Talent Acquisition Specialist	Human Talent Team (Support)
Małgorzata Majewska-Madura	Human Talent Manager	Human Talent Team (Support)
Magdalena Chrzanowska	General Manager	Sano Support
Marta Jarkiewicz	Finance Director	Finance Department (Support)
Anna Kajda-Twardowska	Legal Counsel	Legal Department
Wioletta Niwińska	Legal Counsel	Legal Department
Marian Bubak	Scientific Affairs Director – R4	Sano Management Board
Wiesław Nowiński	Senior Postdoctoral Researcher – R4	Individual Contributor
Jakub Barbasz	Senior Postdoctoral Researcher – R3	Individual Contributor
Jose Sousa	Research Team Leader – R3	Computational Intelligence Research Team
Paulina Tworek	Postdoctoral Researcher – R2	Computational Intelligence Research Team
Magdalena Otta	PhD Student – R1	Extreme Scale Data and Computing Research Team
Luca Gherardini	PhD Student – R1	Computational Intelligence Research Team
Anna Partyka-Argasińska	Social Media, Content and Analytics Specialist	Communication and PR

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4³, 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
Human Talent Team	n/a	Overseen the entire process and coordinated with all relevant stakeholders in the organization.
Legal Team	Meetings, online communication	Performed the legal review of internal policies and regulation at Sano, performed review of external legislations which impact the adoption of the Charter principles.
Finance Department	Meetings, online communication	Provided updated input on finances of Sano
Communication and PR	Meetings, online communication	Coordinated activities on Sano website to ensure compliance with HR Excellence in Research process.
Sano Leadership	Meetings, online communication	Reviewed the progress and assisted the Human Talent team in preparation of the application.
R1-R4 Researchers	Meetings, online communication	Provided input in the survey (all researchers at Sano), in the preparation of GAP Analysis and in the conception of the Action Plan (Researchers involved in the process are mentioned in the table of contributors).

Please describe how was appointed the Committee overseeing the process:

Due to the size of the organisation (less than 100 people), Sano did not form an Overseeing Committee specifically for the HRS4R process. The process has been conducted in a transparent manner, inviting

stakeholders from different departments to contribute and led by the Human Talent team and Sano Leadership. The progress in the HRS4R process has been communicated to the organisation during regular HR meetings with teams, during special meetings and presentations open for all Sano researchers and during quarterly updates provided by Sano Leadership to the entire organisation.

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

Free text 200 words maximum

Sano, as a small and agile organisation, has elected not to establish a separate working group dedicated to HR Excellence in Research. This decision is grounded in Sano's organisational structure, which emphasises flexibility and efficiency through its professionally staffed teams, each focused on specific operational and strategic domains, including human resources and research management.

Human Talent Team, as a unit specifically dedicated to HR matters, has been designated by the Sano Director (General Sponsor) to lead and implement the entire HRS4R process from start to finish. In the process of the preparation of GAP Analysis, OTM-R checklist and Action Plan, the Human Talent Team consulted relevant stakeholders in dedicated departments of the organisation for input or in order to execute specific tasks as needed.