

QQ

@cg'dfcZfg]cbU`Yg'gUb]huf]cg'mXYa i g'Wt`YVh]cg° dYfgcbU`ei dfYgHUb'gi 'gYfj]W]cg`Yb`
'cg`Wbfcg`Y`]bg]h]cbYg'gUb]huf]Ug`XY`U`GY[i]XUX`GcW]U`\Ub`Hb]Xc`\]g]pf]W]a YbH`Yb`

Vt'a d'Ya YbHufcb'c'XYgUffc''Ufcbz'gi gh'hi n'obXc'c'dcf'Y'a UfVt'Vi g]Vt'ei Y'Vt'a dcbY'Y'dfcd]c'
Ygh'hi h'c' m' dcf' 'Ug' X]gdcg]V]cbYg' ei Yz' Yb' Y'' i a V]rc' XY' WUXU' 5Xa]b]gh'fU]V]pb' d V']WUz'
XYgUffc''Yb'HU'a UfVt'Vi g]Vt'm[YbYfU''

QQQ

9''Vt'bhYb]Xc'XY''U''YmigY Ygh'fi Vh' fU'Yb'%'('Wddh' 'cgz'U'fUj' ôg'XY''cg'W'U'Yg'gY'fY[i 'Ub''cg'
UgdYVt'cg' [YbYfU'Yg' m'Vi g]Vt'g'XY''Ug' X]ZYfYbHYg'a UHYf]Ug'ei Y'Vt'a dcbYb'Y''fô[]a Yb' ↑ fô]Vt'
XY''dYfgcbU''Ygh'hi h'f]c''

9b'Y''Wddh' 'c' =gY'Ygh'U'YVW'Vt'b'b]h'X'Yn'Y''W'fi VV'f'Z' bV]cbUf]U''XY''U''fY'U]V]pb'Ygh'hi h'f]c]Uz'g]b'dYf↑]V]c'XY'gi'g'
gYf'XYgUffc''UXUg'Yb'WUXU' i bU'XY''Ug'Vt'a i b]XUXYg'Ui h'pbca Ug'fYgdYVt'c'XY'gi' 'dfcd]c'
dYfgcbU''@cg'W]h'f]cg'dUfU''U'WUg]Z]W]V]pb'XY''dYfgcbU''Ygh'hi h'f]c]z'VUgUXcg'Yb''Ug'Z' bV]cbYg'
U'XYgUffc''Uf' m'Yb''cg' b]Y'Yg'XY' h'hi 'U]V]pbz'Z[i fU'b'Yb'gi' 'Wddh' 'c' =z' ei Y' h'Ja V]ôb'fY[i 'U''U'
Z[i fU'XY''dYfgcbU''h'Ya dcfU'z'W'ntU']a dcfU'bV]U'mibYVW]g]Q Yb'Y''gYVt'c'f'gUb]h'f]c'XYf]j' U'XY''U'
YI][YbV]U'XY''a Ubh'YbYf' dYfa UbYbH' m' Vt'bg]h'Ub'Ya YbH' Yb' Z' bV]cbUa]Ybrc' 'cg' X]gh]brcg'
W'b'f'cg'Y']bgh'hi V]cbYg''

gh'fYa dc °

9''Wddh' 'c' =YbXY' YgUdAcg'

} [gUfiLX`UVcfU`XY`gi`g`fU`U`U`X`X`Y`g`"Dcf`Y`cz`fYgi``HU`Vtbj`Yb]YbHY`fY[i`Uf`a`YX]UbHY`YgHU`bcfa`U`
`Y[U` `Ug` VtbX]McbYg` [YbYfU`Yg` ei` Yz` [UfUbH]nUbXc` Y` UXYW`UXc` b] Y` XY` dfcHYW]pb` Yb` c`
fY`UH] c` U` H]Ya` dc` XY` fUUV`e` m`cg` XYgW]bgcg` XY` dYfgcbU`z` [UfUbH]Wb` Ug]a`]ga` c` ei` Y` cg`
WbHfcg`mYgHU`YV]a`]YbHcg`di`YXUb`c`ZYW`fz`XY` z`fa` U`dYfa` UbYbHY`mVtbH]bi` UXU`z`gi`g`gYfj`]Mcbg`
U`cg`W]`XUXUbcg`"

HU`Yg`VtbX]McbYg` [YbYfU`Yg` XYVYb`UgY[i` fUf`i` b`fô[]a` Yb`Vta` b`z`Ud`]WVY`Vtb`W]fi`WVf`
[YbYfU` U` `cg` X]ZfYbHYg` WbHfcg` m`YgHU`YV]a`]YbHcg` gUb]H]f]cgz` Vtb` Y` Z]b` XY` [UfUbH]nUf` Y`
Z` b]VcbUa`]YbHc`Ufa` pb]Vt`m\ca` c[ôbYc`XY`hcXcg`cg`gYfj`]Mcbg`XY`gU`i` X"

9bHY`Ug`W]fUW]f]g]W]g` [YbYfU`Yg` ei` Y` YgHU` Ym`gYüU`Uz` W]VY`W]H]f` U` Z]U]pb` XY` i` bcg`
`æ`]HYg` a` i` l`]a` cg` dUfU` U` Xi` fU]pb` XY` U` `cfbUXU` cfX]bUf]U` XY` fUUV`e`z` Ugø` Vta` c` dUfU` U`
Xi` fU]pb` Vtb` b]H]U`XY`ögHU`mXY`U` `cfbUXU`Vta` d`Ya` YbH]f]U`ei` Y`fYgi` HY`bYW]gUf]c`fYU`]nUf`dUfU`

@U` Ym`gYüU`U`]ca` V]ôb`cg`]nYa` dcg` Q` d]a` cg` XY` XYgW]bgcg` X]Uf]c`]` gYa` UbU`z` Uf]W`UbXc`
fY[æ` YbYg` XY` XYgW]bgcg` U`HYfbUH]j` c` dUfU`cg`gi` di` YgHcg` Yb`cg`ei` Y` U` bYW]gUf]U` dfYgHU]pb`
VtbH]bi` UXU`XY`gYfj`]Mcbg`]a` d]XU`gi` X]gZi` HY` Yb`cg`dYfæXcg`gYüU`UXcg`"

X

9gHU` Ym`gY` Vta` d`YHU` Vtb` U` fY[i` U]pb` XY` Ug` gV]i` U]cbYg` XY` dYfgcbU`z` Y` fô[]a` Yb`
X]gW]d`]bUf]cz` Ug`]bVta` dU]V]]XUXYg` m`cg` g]gHYa` Ug` XY` fYdfYgYbH]U]pb` XY` dYfgcbU`z` XY`
dU]V]dU]pb`]` XY` R` Y[cV]U]pb` Vt`YV]j` U` Yb` W]g` W]ddi`cg` L`= U` L`z` Vtb` T` fY]]g]cbYg`

`Ugd`bYW]gUf]Ygd`XYHYfa`]bU]cbYgd`dUfUd`fYdfYH]j` Ud`Ud`]W]U]pb`d`Ybe

X]gdcg]McbYg`9bHbUXUW`9f` Dcf`

XY`%& XY`↑ b]cž XY`p[Ubcg`XY`fYdfYgYbHUM]pbž XY`Yfa]bUM]pb`XY`Ug`VčbX]WcbYg`XY`hfUVUč`m

G]`gY`fYU`]nUfUb`a i`g`XY`Xcg`bca VfUa]Ybhcg`dUfU`U`dfYghU]pb`XY`cg`a]ga cg`gYfj]M]cg`

AfhiWi`c %&. Planificación de recursos humanos.

%`@U`d`UbJZVVp`XY`cg`fYWfgcg`li a Ubcg`Yb`cg`gYfj`Wcg`XY`gUi X`YgtUfi`cfjYbHUXU`U`

&" 9" 7cbgYc' =hYff]c]U' XY' G]gYa U' BUWcbU' XY' GU'i X' UWtXUfi 'cg' fYei]g 'm

AfhWi`c %-.

...DLCAAM

`Ug: UvMj: XUXYg: VeffYgdcBx]PAMg: U: gi: bca VfUa]Ybrc" 9grU: dfc`cb[UM]pb: XYVYfi: gYf`
Ui hcf]nUXU: dcf: Y: gYfj]M: XY: gU: i X: VeffYgdcBx]YbHž Yb: ž bV]pb: XY: Ug: bYVWg]XUXYg: XY: U:
cf[Ub]nUM]pb: Ufh]V: UXUg: Yb: Y: a UfV: XY: cg: d: UbYg: XY: cfXYbUM]pb: XY: fYVW fgcg: \i a Ubcg"

' "' DfcWXYfi: U: dfpffc[U: Yb: Y: gYfj]M: UvMj: cž U:]bgrU]bVU: XY:]bHfYgUXcž W UbXcž Yb: Y:
a ca Ybrc: XY: W a d:]f: U: YXUX: XY: ↑ V]UM]pb: žcfcgUž` ^ A gY]g: U: c: g: a Ybcg: XY: V: h]nUM]pb:
dUfU: Wli: gUf: dYbg]pb: XY: ↑ V]UM]pb"

9grU: dfpffc[U: b: dcXfi: dfc`cb[UfgY: a: i: g: U: i: XY: Xa: U: Yb: Y: ei: Y: Y:]bHfYgUXc: V: ta: d: YH: Y:
h]Ya: dc: XY: V: h]nUM]pb: bYVWgUf]c: dUfU: Wli: gUf: dYbg]pb: XY: ↑ V]UM]pbž gYU: W U: gYU: Y:]a: dcfH: XY:
U: a:]ga: Už mgi: V: bWVg]pb: YgHufi: gi: dYX]HUXU: U: ei: Y: ei: YXY: UvWYX]HUXc: ei: Y: fY: bY: U: WdUM]XUX:
ž bV]cbU: bYVWgUf]U: dUfU: Y: YfWf: U: dfcZ]g]pb: c: XYgUffc: Uf: Ug: UvMj:]XUXYg: VeffYgdcBx]YbHfYg: U:
gi: bca VfUa]Ybrc"

(" DcXfi: cdHuf: j c: i: bHuf]Už h: hU: c: dUfU]Už Y: dYfgcbU: YgHufi: Huf]c: ei:
cg: fYei:]g]hcg: YgHUVYVW]Xcg: Yb: U: Y:]g: UM]pb: XY: GY: [i: f]XUX: GcW]U"

@cg: V: ta: dYH: bHfYg: XY: Ug: V: ta: i: b]XUXYg: Ui: h]pbca: Ug: dcXfi: b: YgHUVYVWf:
a YW]b]ga: cg: dUfU: Y: dYfgcbU: YgHufi: Huf]c: ei: Y: gY: Uv: U: U: YgH: ↑ V]UM]pb: V: ta: c: V: bgyWYbVU: XY: i: b: d: Ub: XY: cfXYb:
dYfa: UbYbH: h: hU: dUfU: U: A \UV]h: Už UVgc: i: hU: dUfU: Y: fYdUfU: XW: X

X]gWdUVXUX'XY' [fUXc'][i U' c' gi dYf]cf' U' ' ' dcf' WYbhcž XY' a cXc' ei Y' dfc[fYg] Ua YbH' gY'
U'WbW' Y' Xcg' dcf' WYbhc' XY' cg' YZ'Wlj' cg' hcU'Yg' XY' WUXU' gYfj]Mc' XY' gUi Xž' g]Ya dfY' ei Y'

ÔŒÉÚ VWŠUÁQÝ
FYhfjV i W]cbYg

AfhíWi`c (%)

XYHfa]bi bXcgY' gi g' VcbWdhcgž WUbhdjg' m'cg' W]Hf]cg' dUfU' gi ' Uhf]Mi V]pb' Yb' Y' i a V]hc' XY'
WUXU'gYfj]M]c' XY'gU' i X"
&"@Ug'fYH]Mi V]cbYg'Vta d'Ya Yb]Uf]Ug'dcXfi b'gYf.

Uk' 7 ca d'Ya Ybhc' XY'XYgh]bc' VtffYgdcX]YbH' U' b]j Y' XY' di Yghc' ei Y' gY' XYgYa —I üU" 9'
]a —cfH' Ubi U' XY' Vta d'Ya Ybhc' XY'XYgh]bc' gY' UVcbUfi 'Yb' %(' dU[Ug"

Vk' 7 ca d'Ya Ybhc' YgdYV]Vž XYgh]bUXc' U' fYH]Mi]f' Ug' VtbX]M]cbYg' dUf]W' UfYg' XY' U' [i bcg'
di Yghc' Yb' UH]bV]pb' U' gi ' YgdYV]U' X]Z]W' hUX' hōVb]W]ž XYX]W]V]pbž' fYgdcbgUV]]XUXž

GY' Wtbg]XYfUfi ž Ugja]ga cž hYa dc' XY' fUVUč' `cg' gYfj]M'cg' dfYghUXcg' ž YfU' XY' W'bfrc'
gUb]huf]cž g]Ya dfY' ei Y' gY' dfcXi nWUb' Wt'a c' WtbgYWYbWU' XY' a cXY'c' XY' cf[Ub]nUW]pb'
Ug]ghYbWU' c' XYfj] Yb'XY' U'dfc[fUa UW]pb ž bW'cbU' XY' W'bfrc"

XE' DYfæXc' XY' cW]nUW]pb. dYfæXc' XY' hYa dc' Yb' Y' ei Y' Y' dYfgcbU' gY' YbWYbhfU' Yb'
g]h UW]pb' XY' X]gdc]V]V ei Y' \ U'dcg]V'Y' gi' cW]nUW]pb' mdfYgYbWU']ba YX]UfU' dUfU' U'
dfYghUW]pb' XY' i b' fUVUč' c' gYfj]M'cg' YZ]W]j c' " bXc' / i YfU' Ua UXc' dUfU' UYbXYf' Ug'
bYW]g]V g'Ug]ghYbWU'Yg'ei Y'Yj Ybh U'a YbhY'gY'di YXUb'dfcXi W]"

YE'DYfæXc'XY'V gW]bgc. h'cXc'dYfæXc'XY' hYa dc'ei Y'bc'gYU'hYa dc'XY' fUVUč"

ZE' DYfæXc' bcVh fbc. Y' dYfæXc' bcVh fbc' gY' XYZ]b]fi' Yb' Ug' bcfa Ugž dUW]cg' c' UWYfXcg'

AfhWi`c)&.

dcf`U`@Ym' -#% - - žXY`)`XY`bcj]Ya VfYž`gcVfY`Wt`bWY]UW]pb`XY`Uj]XU`ZJa]]Uf`m`UVcfU`XY`Ug`
dYfgcbUg`fUVUUXcfUg`mdcf`U`Ymcf[i b]W]dUfU`U]] i U`XUX`Y° W]j U`XY`a i YfYg`m\ca VfYg"

' "'9" dYfgcbU" YgrUhi RUF]c" YI WXYbH" dcf" dfYghU]pb" XY" gYfj]Mcg" Yb" Y" gYVcf" d" V"]Vt" bc" XYj Yb[Ufi" fYhf]Vi W]cbYgž" mY" h]Ya dc" XY" dYfa UbYbV]U" Yb" YghU" g]hi U]pb" Yg" gYfi" fYVt" bcV]Xc" U" YZ]V]cg" XY" hf]Yb]cg" mW]ffYfU" dfcZ]g]cbU" ž" Yb" gi" W]gcž" W]UbXc" fY]b[fYgYb" U" gYfj]V]c" U]V]j" c"

AfhíWi`c *+. *Excedencia voluntaria.*

W'9`ei YVfUbrC`XY`U`XYV]XU`fYgYfj U`fYgdYVtC`U`XUrcg`fY`Uhj` " U`Wbffc`c`]bghh`V]pb`c`U`
`U`]b]a]XUX`dYfg` U` XY`cg`i`gi`Ufj` m`U`U`]bZ` a`UW]pb`fY`UWY` UXU`W` `gi`dfcVWgc`m`
Xk'9`UVUbX` c`XY`gYfj]W`

AfhWi`c+).

(" E i YXUb' YI Wl]XUg' XY' `U' cV][Uhc f]YXUX' XY' bY[cW]UM]bb' `Ug' XYW]g]cbYg' XY' `U'
5Xa]b]ghfUM]bb' d' V]W]c' XY'`gYfj]M]c' XY'gUi' X'ei' Y'UZVW]b' U'gi' g'dchYg]UXYg'XY'cf[Ub]nUM]bbž
U'`Y'YfV]M]c' XY'XYfYV]cg'dcf`cg'V]i' XUXUbcg'miU' dfcW]X]a]Ybhc' XY' Zcfa UM]pb' XY'`cg' UM]cg'mi
X]gdcg]M]cbYg'UXa]b]ghfU]h] Ug"
7i UbXc' `Ug' XYW]g]cbYg' XY' `U' 5Xa]b]ghfUM]bb' c' gYfj]M]c' XY' gUi' X'ei' Y'UZVW]b' U'gi' g'

VE) * \cfUg'gYa UbU'Yg'XY'dfca YX]c'Yb'Wpa di hc'gYa Ygfu'žYbhfY'Y'%XY'U[cghc'XY'&\$\$+
mY'' %XY'↑]c'XY'&\$\$, "

W'5'dUff'f'XY'%XY'U[cghc'XY'&\$\$, 'gYfi' Ud]WV'Y'U'Ygfy'dYfgcbU''U''ja]hU]pb' [YbYfU'XY'
(, \cfUg'gYa UbU'Yg"

8]gdcg]W]ób hfUbg]hcf]U gY[i bXU.

Z bWcbYg XY Ug a Jga Ug VtbHYbXUg Yb Ug bcfa Ug dfYj JgUg Yb U XJgdcgMpb XYfc Uhc fU
b]W%"YŁZŁm[Ł"

WŁGY a UbHYbXfi j][YbHYZ VŁb fUb[c fY[Ua YbUf]c m]g]b Wfi Wwf Vi g]VŁZ mYb fUbr gY
dfcWXU U gi a cX]ZWMpb Yb WUXU gYfj]WŁc XY gUi XZ U bcfa U WfUXU Yb U XJgdcgMpb
XYfc Uhc fU b]W%"XŁ"

XŁ @Ug dfYgUWcbYg XY Wfi Wwf gcV]U dfYj JgUg Yb Ug XJgdcgMcbYg U ei Y gY fYZYfYb
cg di ffUZcg YŁZŁm[ŁXY U XJgdcgMpb XYfc Uhc fU b]W%"ZŁgY a UbHYbXfi b Yi W g] Ua YbHY
fYgdYVŁc U ei]YbYg cgHYbHYb XYfYWcg gi VYhj cg nU UXeif]Xcg U hUYg dfYgUWcbYg Yb Y
a ca Ybr XY YbfUXU Ybj][cfXY YgtU Ymł

&"9"œ]HY a i l]a c XY% \$ \cfUg Ubi UYg ei Y gY ZU Yb Y gY[i bXc di ffUZc XY UfhW c
(- "%XY YgtU YnZŁgY Ud]Wfi XY Zfa Udfc[fYgj U Xi fUbHY cg% \$ Uücg g][i]YbHYg U gi YbfUXU

VL'9`F YU'8YVYlc'@Ym' #%, +ž XY'%% XY'gYdHya VfYž'gcVfY'fYfJMi VJcbYg'XY'dYfgcbU'

