



UNIVERSITY OF SALAMANCA

# ACTION PLAN

APPLICATION TO HR AWARD  
HRS4R  
Version 2.0 June 2019

## 1. ORGANISATIONAL INFORMATION

### KEY FIGURES

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*1.733
Of whom are international (i.e. foreign nationality)	*62
Of whom are externally funded (i.e. for whom the organization is host organization)	*287
Of whom are women	*797
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*1.403
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	*143
Of whom are stage R1 = in most organizations corresponding with doctoral level	*187
Total number of students (if relevant)	25.492
Total number of staff (including management, administrative, teaching and research staff)	*2.923
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	193.049.101
Annual organizational direct government funding (designated for research)	62.025.532
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	11.783.646
Annual funding from private, non-government sources, designated for research	4.644.216
ORGANIZATIONAL PROFILE	
<p>Being founded in 1218, the University of Salamanca is one of the three oldest universities in Europe, accumulating 800 years of history, boasting a wide range of Faculties and Research Institutes in Sciences and Arts, which places it as one of the leading institutions both in basic and translational research in Spain, Europe and worldwide. In 2011, it was awarded the Campus of International Excellence status. The University of Salamanca provides a well suited academic and research atmosphere to close to 25.500 student/year (both undergraduate and postgraduate), and more than 1.700 researches ( plus 800 Associate Professors) distributed in 64 University Departments, 16 Faculties and Schools, 10 Universities Schools, 12 Institutes, as well as several Research Units which cover Social, Biomedical, Art, Experimental and Formal Sciences. All the human resources, the characteristics of its facilities and the availability of state-of-the-art instrumental equipment guarantee a vast scientific and technologic production activities and a continuous offer of scientific dissemination to the Society.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
<p><b>Ethical and professional aspects</b></p>	<p><b>STRENGTHS</b></p> <p>Research freedom: The right to research freedom is included in USAL's statutes.</p> <p>Ethics: USAL has an ethical committee with clear norms. It endorses the compliance of ethical norms in the projects that imply research on human beings, use of personal data or human biological samples, and are submitted to funding calls. USAL uses STUDIUM antiplagiarism software, but also provides access to other software's platforms (TURNITING).</p> <p>Equality: USAL's researchers are not discriminated against in terms of sex, age, etc. The equality plan has been approved by USAL's governing board to pursue the effective equality among women and men. USAL's Equality Unit, the Social Affairs Service and the University Institute for Community Integration assist in the compliance of this criteria.</p> <p>Intellectual property: In 2016, USAL approved a norm for the management of the intellectual property rights, software and databases. Researchers are supported in IP by the Transfer Knowledge Office (OTRI). In addition, IUCE provides intellectual property courses for teaching staff. The University – business transfer knowledge programs (TCUE) also enable TT actions. The Sexenios de transferencia is a new national procedure to incentivize TT among researchers.</p> <p>Projects management: The Vice Rectorate of Research and Knowledge Transfer, OTRI, AGI and OPI give support to researchers through the assessment and training in accounting and supporting reports for funding institutions. USAL's self-funded calls include a program for funding technical staff to support the management and submission of research projects.</p> <p>Work environment: USAL has a Labor Risk Management Unit, and a Labor Risk Management Office. USAL's annual plan for teaching staff training courses includes training in good practices in research and labor risk management. USAL provides online access to manuals of GLP, waste management and data protection. USAL's IT service provides IT security services: passwords,</p>

antivirus, etc. Also, USAL has an information security policy.

Outreach USAL organizes many events to share its research with society. The Communication Bureau's press office provides access to the achievements of research projects through the publication and communication service. The mission of USAL's Scientific Culture Unit is to disseminate the scientific discoveries achieved at the University, and to foster the scientific vocations in all educational levels. USALTV and RadioUSAL publicize research outcomes. Gredos documentation repository provides access to USAL's major research documents.

### WEAKNESSES

Ethics: The current name of USAL's ethical committee, "Bioethical Committee", is ambiguous. Sometimes this name tends to confuse the officers that evaluate applications in which USAL is candidate, perceiving that this committee is engaged solely in bioethical issues.

Work environment: USAL lacks an official good research practices manual. Researchers consider that there is a general lack of information and awareness about labor risk management. Risk-preventive measures were not strictly followed. Security protocols and IT security norms are generally unknown. There is a general lack of manuals and procedures about IT security and personal data protection laws.

Outreach: There is a general lack of training and the most appropriate channels for performing outreach are unknown.

### Recruitment and selection

#### STRENGTHS

Recruitment of R3 and R4 researchers depends on the budget of the regional government and it is controlled by national legislation. Recruitment of R1 and R2 researchers depends on the funding institution. The calls for the recruitment managed by USAL (PDI researchers recruited for self-funded calls and research projects) are published with all the requirements, including contract term. The offers' deadlines are 20 days for regional and USAL-funded calls, and 7 days for urgent calls. USAL has a job offers portal that is currently being improved to get open access.

Scales: Following the Spanish law, only official qualifications are accepted; some calls include punctuations for disadvantaged groups or changes in the evaluation time for career interruptions. The scores of the merit evaluation of candidates are published.

Evaluation: The professional development of functionary teaching staff is

demonstrated by the positive evaluation of sexenios and quinquenios; associate professors also have the possibility of being awarded with sexenios after a positive evaluation. R1 researchers are evaluated annually by the doctorate school and by the funding institution. R2 researchers funded by competitive calls are evaluated bi-annually by the funding institutions, or by a USAL-designed commission for the University self-funded programs.

Talent attraction: USAL's calls for the recruitment of researchers funded by European programs are published in EURAXESS. USAL participates in the European programs for the recruitment of researchers. Provisional procedures were established to improve open access to USAL's job platform to enable foreign participation.

Mobility is scored positively in calls for PDI, R2, etc. USAL's self-funded program includes a mobility call. In the present economic situation, USAL could not increase mobility actions. USAL's SPIO and AGI offices provide support to foreign researchers at the beginning of their stay.

#### **WEAKNESSES**

Scales: There is an excessive valuation of the research profile in the scales. The current scales don't directly assess the autonomy, management, or creativity, and don't consider special circumstances such as variations in the professional career or changes in the CV's chronology. Work experiences in universities or research centers are positively scored, meanwhile stays in other institutions (companies, international organizations, etc.) are not considered. In some instances, scale indicators, such as "suitability of the research profile", are not very objective. There is no formal evaluation process for researchers funded by research projects.

USAL's job portal could be improved, for example by enabling all the candidates to access job offers without requiring the Spanish digital certification. However, USAL presently accepts job applications registered in a Spanish foreign office.

Talent attraction: USAL's selection process should be improved to attract international talent by using the following strategies: extending deadlines, disseminating job offers written in English on international portals, offering application forms in English, fixing CV format presentation (USAL's format CV), eliminating the requirement of non-relevant documentation, etc.

Selection committees: Female PDI belonging to gender unbalanced departments are often included in many selection committees. In some instances, the composition of the selection committee is not integrated by

independent experts. Selection committee members do not receive the appropriate training.

**Working conditions**    **STRENGTHS**

Facilities: USAL has invested 13M€ in equipment and maintenance. USAL centralized its research support center at NUCLEUS, integrating services and support for the entire research community. USAL's book and journal catalogs are being updated. USAL will share bibliographic resources with the Universidad Pontificia de Salamanca. IT services offer support to teaching, research and even to equipment and software at the work position.

Stabilization: The possibility of increasing salaries is not feasible. USAL stabilizes R2 RyC researchers. USAL's self-funded programs foster the recruitment of young researchers, expanding, when possible, the pre and post docs' contracts funded.

Mobility: USAL has an International Doctorate, covers sabbatical calls within its self-funded programs, signs collaboration agreements with other institutions to facilitate mobility actions, includes mobility experiences and the International Doctorate in the selection scales of all the positions offered by the University. Grants are transferred to other institutions if the funded researcher leaves USAL.

Teaching: The Law of Science, Technology and Innovation sets a maximum of teaching hours for R1 and R2 researchers. Departments assign teaching hours based on the teaching needs. No common criteria for assigning teaching hours for R1 and R2 in the different departments is possible. Students evaluate the teaching abilities and performance of the teaching staff using Docentia software.

Work conditions: USAL provides PDI with working time flexibility and norms that offer the possibility of enabling partial working hours for R2 researchers.

Complaints: USAL norms for complaints are included in the regulation of the statute of the trainee research staff. The University Ombudsman and the Vice Rectorate of Research and Knowledge Transfer are competent for studying the conflicts between researchers. The University Ombudsman is competent to mediate in conflicts between researchers.

**WEAKNESSES**

Facilities and equipment: Some of USAL's facilities and equipment are impaired. In addition, there is a lack of technical assistant calls for the

attendance of equipment, lack of IT support, and no support for integration in research networks.

Salaries: The current economic conditions did not favor the stabilization of R2 researchers to permanent positions. Salaries are not competitive, and there are differences in the remuneration of similar professional profiles and within the same profile compared with other universities. Absence of professional complements among some PDI staff.

IP: There is a lack of information about the monetary compensation in the case of the exploitation of a patent. Researchers also demand information about the process and grants provided for patenting.

Teaching and work-life balance: There are differences in the assignment of teaching hours for R1 and R2 researchers in the different departments. There are no telecommuting norms for PDI. Negative evaluations of teaching performance were not considered for the global evaluation of teachers. The evaluation of teaching by using Docentia software could be improved.

Absence of talent attraction strategies used by other universities, for example, the use of professional complements for attracting new R2 funded by competitive calls.

Complaints: There is a general lack of familiarity about the University Ombudsman and if this figure is competent to mediate in conflicts between researchers.

**Training and development**

**STRENGTHS**

Professional career and training: USAL provides the PDI training plan; USAL stands out in its organization of training activities parallel to the regulated training, offering the following open to all USAL staff: courses, seminars, meetings for PDI, online courses, etc.

Supervision: The responsibilities of tutors and directors are written in the doctorate norm. R1 and supervisors must sign a doctorate supervision commitment. USAL's Quality Unit performs a survey among doctorate students, evaluating their relationship with their supervisor or tutor and the whole research group. The relationship between supervisor and supervisee depends on the different research teams, but in general all the groups maintain periodic meetings with trainee researchers, during which they are supervised and discuss the gathered results. The University Ombudsman and the Vice Rectorate of Research and Knowledge Transfer are competent for studying the conflicts between researchers.

### WEAKNESSES

Professional career: Mentorship is not established by USAL. There is no professional development strategy or professional advice plans. Researchers complain that, in many cases, the supervisors are not familiar with the new research evaluation criteria or the work management, resources and professional advice.

### 3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organization's website.

Please provide the web link to the organization's HR Strategy dedicated webpage(s):

\*URL: <https://investigacion.usal.es/es/estrategias-investigacion>

Please fill in a sum up list of all individual actions to be undertaken in your organization's HRS4R to address the weaknesses or strengths identified in the GAP-Analysis:



PROPOSED ACTIONS	GAP PRINCIPLE(S)	TIMING (QUARTER)	RESPONSIBLE UNIT	INDICATOR(S) TARGET(S)	/
<p><b>A1. KICK-OFF AND STRENGTH AWARENESS OF THE CHARTER &amp; CODE CRITERIA.</b></p> <p>Kick-off meeting and implementation bodies appointed.</p> <p>The goal of this action is to attain an increasing involvement of the C&amp;C criteria in the research community and in everyday research practices.</p> <ul style="list-style-type: none"> <li>• Include the actions defined in this Action Plan in the Research Strategic Plan 2018-2021 of USAL.</li> <li>• Prepare online material explaining the advantages of C&amp;C principles and updates on the HRS4R website.</li> <li>• Incorporate new researchers that wish to join the Implementation Working Group (IWG) for specific working teams.</li> <li>• Insists in the gender perspective in all the foreseen dissemination events.</li> <li>• Biennial Survey on HRS4R, to receive feedback to staff requirements.</li> </ul>	ALL	Q3 2019	Vice Rectorate of Research and Knowledge Transfer	<ul style="list-style-type: none"> <li>• WG HRS4R constituted</li> <li>• WG OTM-R constituted</li> <li>• Online material prepared</li> <li>• Report of the biennial HRS4R survey</li> </ul>	
<p><b>A2. UNIFY AND ORGANIZE WEB INFORMATION:</b></p> <p>Update, complete, unify and organize information in a single website concerning any topic regarding:</p>	<p>09. Public engagement</p> <p>29. Value of mobility</p> <p>38. Continuing</p>	Q1,Q2 2020	Vice Rectorate of Research and Knowledge Transfer	<ul style="list-style-type: none"> <li>• Website updated</li> <li>• Special communication events performed</li> </ul>	

<p>a) Outreach: Resources, information and programmed events. Integrate all the information about outreach events and dissemination of science information to society.</p> <p>b) Intellectual property. Integrate all the IP-related information.</p> <p>c) Mobility grants: Update and centralize all existing mobility grants (university, regional, national and European).</p> <p>d) Centralize links to all the training courses of the institutions associated with the USAL.</p> <p>Spanish and English online version will be available.</p>	<p>Professional Development</p>	<ul style="list-style-type: none"> <li>• Increase in 50% the number of clicks in each web page</li> </ul>
<p><b>A3. USAL WELCOME MANUAL FOR RESEARCHERS AND TRAINING SESSION.</b></p> <p>a) Write the “USAL welcome manual for researchers” that shall be published progressively, until completed. Spanish and English versions will be available.</p> <p>The manual will be a reference for the whole academic community will include:</p> <ul style="list-style-type: none"> <li>• Contractual and legal obligations, working conditions, professional responsibility, gender perspective, etc.</li> <li>• Access to career advice</li> <li>• Ethical code and committee, good practices in research, etc.</li> <li>• IP regulation, technology transfer mechanisms and support from USAL.</li> </ul>	<p>05. Contractual and legal obligations</p> <p>07. Good practice in research</p> <p>09. Public engagement</p> <p>24. Working conditions</p> <p>27. Gender balance</p> <p>28. Career development</p> <p>29. Value of mobility</p> <p>33. Teaching</p> <p>34. Complaints/ appeals</p>	<p><i>Q3,Q4 2020</i> <i>Vice Rectorate of Research and Knowledge Transfer</i></p> <ul style="list-style-type: none"> <li>• Welcome manual published online</li> <li>• At least 100 attendees at the biannual training course for newcomers</li> </ul>

- USAL's outreach initiatives and resources
- Complaints mechanisms

b) Training courses for newcomers will be designed for pre docs, post docs and other researchers.

#### A4. WRITE USAL'S CODE OF GOOD PRACTICES IN RESEARCH

a) Write the "USAL's code of Good Practices in Research". The code will describe good research practices in the following contexts:

- Ethical principles
- Professional responsibility
- Intellectual property rules
- Co-authorship (including recommendations from several Spanish scientific societies and ANECA)
- Supervision and mentoring
- Research environment
- Data practices and management, etc.

b) Expand the functions of the current "Commission of degree" to establish measures and consequences in cases of plagiarism.

c) Actively promote the knowledge about the Code: Publish on the website, include in welcome manual and workshops if appropriate.

02. Ethical principles

03. Professional responsibility

07. Good practice in research

31. Intellectual Property Rights

32. Co-authorship

40. Supervision

Q1, Q2 2020

*Vice Rectorate of Research and Knowledge Transfer*

- Welcome manual published online
- At least 50 attendees to workshops

#### A5. BOOST THE ETHICS/BIOETHICS COMMITTEE RESOURCES AND CAPABILITIES

- Redefine its activities, scope, research areas, composition, assignment times and operating mechanisms. Incorporate support staff to improve performance.
- Update the Ethics/bioethics rules. Spanish and English online version will be available.
- Present and actively promote knowledge about the renewed committee and regulations to the USAL community, publish on the website and include in welcome manual.

02. Ethical principles

Q4 2019,Q1  
2020

*Vice Rectorate  
of Research and  
Knowledge  
Transfer*

03. Professional  
responsibility

- Updated ethical/bioethical committee
- Research ethics/bioethics rules
- Manual updated published online in Spanish and English

#### A6. IMPROVE GENERAL OTM-R PROCEDURES

The OTM-R implementation working group will review and define the processes for selecting and recruiting researchers, for the progressive adaptation to the OTM-R system. It will develop the following actions:

##### a) Improve access to candidates

- Improve the access to the portal
- Publish them in international portals
- Create mailing lists

b) Review rules and procedures for the implementation of the OTM-R system in the recruitment of researchers with USAL's dependent contracts: Adjust scales including: 1) experiences of mobility in the private sector, 2) periods of inactivity, 3) other objective criteria that assess other capacities.

12. Recruitment

Q3 2020-  
Q3 2022

*Vice Rectorate  
of Research and  
Knowledge  
Transfer and  
Vice Rectorate  
of Teachers and  
Academic  
Organization*

13. Recruitment (Code)

14. Selection (Code)

15. Transparency  
(Code)

16. Judging merit  
(Code)

17. Variations in the  
chronological order of  
CVs (Code)

18. Recognition of  
mobility experience  
(Code)

- Portal accessible to 100% candidates
- 100% of the job offers published in English and Spanish.
- 100% of job offers published on EURAXESS platform
- Mailing list created
- OTM-R policy revised and published

	19. Recognition of qualifications (Code)			
	20. Seniority (Code)			
<p><b>A7. IMPLEMENT AND TRAIN ON OTM-R PROCEDURES</b></p> <p>a) Write a “Selection and Recruiting OTM-R guidelines”, including: i) insertion of disadvantaged groups in situations of equality, ii) publish how each criterion will be assessed and its maximum score, iii) define a blended system including not only quantitative methods, but also qualitative criteria to consider the interviews, iv) a better dissemination of announcements, v) a better description of vacancies.</p> <p>b) Specific training actions will be provided to the administrative staff and researchers involved in recruiting processes.</p> <p>A reference of the procedure will be included in the welcome manual.</p>	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p> <p>18. Recognition of mobility experience (Code)</p> <p>19. Recognition of qualifications (Code)</p> <p>20. Seniority (Code)</p>	<p>Q1 2022</p>	<p><i>Vice Rectorate of Research and Knowledge Transfer and Vice Rectorate of Teachers and Academic Organization</i></p>	<ul style="list-style-type: none"> <li>• Selection and Recruiting OTM-R guide published</li> <li>• Publish evaluation scales for the recruitment of researchers considering the chronological variation of cv.</li> <li>• At least 20 attendees at training courses on OTM-R for administrative staff available</li> <li>• At least 65 attendees at training courses on OTM-R for researchers involved in recruiting processes available</li> <li>• Basic information on OTM-R included in welcome manual</li> </ul>

<p><b>A8. PILOT THE USAL MENTORSHIP PROGRAM</b></p> <p>Selection of a network of vocational mentors aimed to develop the professional potential of young independent researchers (R2, Ramon y Cajal contracts), by transfer of knowledge and learning through the experiences of senior mentors.</p> <p>Mentors will be recruited within USAL's departments, professionals external to USAL with experience in industry and research management, etc.</p> <p>Topic will cover at least: Current Career Ambitions, Researcher Career Trajectory - The Facts, Impact On Their Career Ambition, Fear and Personal Change, etc.</p>	<p>28. Career development Q1 2020</p> <p>30. Access to career advice</p>	<p><i>Vice Rectorate of Research and Knowledge Transfer and Vice Rectorate of Graduate Studies</i></p>	<ul style="list-style-type: none"> <li>• Pilot mentorship program set up</li> <li>• At least 20 attendees at training courses to improve the mentorship abilities and mentors available</li> </ul>
<p><b>A9. OFFER SUPPORT FOR PROFESSIONAL CAREER DEVELOPMENT</b></p> <p>a) Design a document or web page about professional research career options for R1 and R2 researchers.</p> <p>b) Include workshops on professional development in the training offer for pre-doc students within the Doctorate plan. Offer this course to R2 researchers hired from research projects. Foster and coordinate the activities, providing a higher visibility to the official agreements established with industry, business associations, business chairs, etc.</p> <p>c)</p>	<p>09. Public engagement Q1 2021</p> <p>28. Career development</p> <p>30. Access to career advice</p>	<p><i>Vice Rectorate of Research and Knowledge Transfer and Vice Rectorate of Graduate Studies</i></p>	<ul style="list-style-type: none"> <li>• Map of professional research career options published on line</li> <li>• At least 80 attendees at workshops and courses organized for professional career development</li> </ul>
<p><b>A10. COLLECT INFORMATION CONCERNING TELEWORKING</b></p> <p>Write information for teleworking options. Spanish and English online</p>	<p>24. Working conditions Q3 2020</p>	<p><i>Vice Rectorate of Research and Knowledge</i></p>	<ul style="list-style-type: none"> <li>• Teleworking information published online</li> </ul>

<p>version will be available. This information will also be included in the welcome manual.</p>		<p><i>Transfer and Vice Rectorate of Teachers and Academic Organization</i></p>	
<p><b>A11. IMPROVE SALARIES IN SOME SPECIAL CASES</b></p> <p>a) Establish equal pay for R1 researchers recruited by FPI, FPU, self-funded program, etc.</p> <p>b) Improve the salaries of the competitive contracts for R2 to attract talent (Juan de la Cierva, Regional grants, and USAL's self-funded program).</p>	<p>26. Funding and salaries Q3 2019</p>	<p><i>Vice Rectorate of Research and Knowledge Transfer</i></p>	<ul style="list-style-type: none"> <li>Improved salaries for R1 and R2 researchers</li> </ul>
<p><b>A12. IMPROVE ASSESSMENT FOR RESEARCHERS</b></p> <ul style="list-style-type: none"> <li>Define and write guidelines for the research evaluation of R2 and non-functionary teaching staff researchers: Elaboration of a document certifying the positive evaluation of the research performed by R2 and R2 researchers hired within research projects. For example, a certificate of annual or biennial evaluation, or a document at the end of the project.</li> <li>Analyze the present evaluation criteria of the Docentia software and update the USAL's evaluation criteria for the staff.</li> <li>Revision of the access criteria for the non-functionary teaching staff.</li> </ul>	<p>11. Evaluation/ appraisal systems 16. Judging merit (Code) 26. Funding and salaries 33. Teaching</p> <p>Q3,Q4 2021</p>	<p><i>Vice Rectorate of Research and Knowledge Transfer and Vice Rectorate of Teaching and Quality Assessment</i></p>	<ul style="list-style-type: none"> <li>Guideline and template for the research evaluation of R2 and non-functionary teaching staff researchers published</li> <li>Updated evaluation criteria of the Docentia software</li> <li>Published the updated access criteria for the non-functionary teaching staff</li> </ul>

<b>A13. IMPROVE THE TRAINING OFFER FOR R1 AND R2</b>	<p>02. Ethical principles</p> <p>03. Professional responsibility</p> <p>05. Contractual and legal obligations</p> <p>07. Good practice in research</p> <p>08. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>Q1, 2020</p>	<p>Q2</p>	<p><i>Vice Rectorate of Teaching and Quality Evaluation</i></p>	<ul style="list-style-type: none"> <li>• Updated training offer for R1 and R2 researchers available</li> <li>• Increase in at least 50% the number of attendees to each training course for R1 and R2.</li> </ul>
<b>A14. IMPROVE SOME ISSUES CONCERNING THE SUPERVISION OF R1 AND R2 RESEARCHERS FUNDED BY RESEARCH PROJECT</b>	<p>36. Relation with supervisors</p>	<p>Q3,2019 Q4 2020</p>	<p></p>	<p><i>Vice Rectorate of Research and Knowledge Transfer and Vice Rectorate of Teaching and Quality Evaluation</i></p>	<ul style="list-style-type: none"> <li>• 100% R1 researchers with project contract have annual reports</li> <li>• 100% R2 researchers with project contracts have signed supervision agreement</li> </ul>



<p><b>A15. REVISE THE GENDER PLAN</b></p> <p>Following the evaluator recommendations, we will create a specialized working group on Gender who will consider the HRS4R survey and its potential influence in the USAL Gender Equality Plan.</p> <p>The slight differences in values between male and female found in the survey are significant from a gender perspective and potentially useful for a deeper understanding of how women and men perceive HR policies and practices in place.</p> <p>The working group will focus their efforts on: Non discrimination, gender balance, working conditions, access to training, continuous professional development, supervision, judge merit, etc.</p>	<p>All</p>	<p>Q3,Q4 2021</p>	<p><i>Vice Rectorate of Research and Knowledge Transfer and Vice Rectorate of Teaching and Quality Evaluation</i></p>	<ul style="list-style-type: none"> <li>• Working group on Gender appointed</li> <li>• USAL Gender Equality Plan updated (under considerations of the gender working group)</li> </ul>
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organization will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall Action Plan.

The main actions that will be implemented to address the OTM-R principles will be **“A6 IMPROVE GENERAL OTM-R PROCEDURES”** and **“A7 IMPLEMENT AND TRAIN ON OTM-R PROCEDURES”**, to be implemented by the University Management, which will include the C&C principles and:

A) Improve access to candidates: 1) Use simple, alternative ways to access the portal for candidates without a digital certificate. 2) Write job offers in English and Spanish. Publish them on international portals (EURAXESS, international journals and social media, etc.). 3) Create mailing lists to make the job offers available to interested scientific personnel.

B) Review rules and procedures for the implementation of the OTM-R system in the recruitment of researchers with contracts: i) “USAL Self-funded program” ii) “Researchers funded by external projects” and iii) “PDI – Teaching and Research Personnel”.

C) Adjust scales: 1) Include experiences of mobility in the private sector. 2). Consider periods of inactivity. 3) Include more objective criteria that assess other capacities and aptitudes, such as fundraising as an indicator of independence.

D) Create guidelines, tools, etc. to: i) Assist the insertion of disadvantaged groups in situations of equality. ii) Publish how each criterion will be assessed and its maximum score in the job offers. iii) Contribute to define a blended system including not only quantitative methods, but also qualitative criteria when possible and appropriate, and to consider the interviews as a method for assessing merit. iv) Improve the dissemination of announcements. v) Improve the description of vacancies. vi) Promote a better assessment of merits.

E) Specific training actions will be provided to the administrative staff and researchers involved in recruiting processes based on the implementation of the OTM-R system.

F) A reference of the procedure will be included in the welcome manual.

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

This Action Plan was approved by the Governing Board was informed of that in February 2019. The implementation of this Action Plan will be assured with an optimized model of governance, coordination mechanisms, monitoring tools and resources that will accelerate the adoption of new policies and practices of human resources management in research, which, in turn, will enable USAL to be in line with its European references.

Given that HRS4R is a transversal project that affects almost all the functions of the University, to ensure its implementation it has been decided to:

- Include the HRS4R Action Plan in the Strategic Plan of the University of Salamanca 2019-2021.
- Involve the 8 Vice Rectorates and Management so that they assume some of the actions of the Action Plan.
- Designate a “HRS4R leader”, a single person in charge (an assistant to Vice Rector) to lead the implementation.
- Create a technical support office.
- Dedicate an annual budget to ensure the implementation. Due to the commitment of the University with the Charter & Code and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q3 2019.

Three different levels of responsibility will support the implementation:

1. Steering Committee on HRS4R (SC) will continue being the highest responsible group for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will be composed of the Governing Board of the University.
2. Implementation Working Group (IWG) will be steered by the HRS4R leader (Assistant to Vice Rectorate of Research and Knowledge Transfer). 6-8 members of the Working Group will be appointed, plus other research and administrative staff members that will be invited to participate. The IWG will deploy the HRS4R Action Plan and the HRS4R leader will also control quality and follow-up of indicators. She/he will also communicate the advances to USAL’s Steering Committee. Small specialized working groups will be created to work on specific topics, for instance: the Implementation OTM-R Working Group (OTM-R IWG) will be composed of 2-3 Human Resources staff members responsible, and other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and the follow-up on indicators. An additional Gender Working Group will be appointed to study the report on HRS4R survey and consider potential updates to the USAL Equality Plan.

3. The Technical Secretariat (TS) will support the HRS4R leader and the IWGs for the preparation of deliverables, quality control and follow-up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

The commitment of USAL includes a budgetary allocation, aimed at hiring/designating specialized personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

## CHECKLIST

CHECKLIST	*DETAILED DESCRIPTION AND DULY JUSTIFICATION
<p><b>How will the implementation committee and/or steering group regularly oversee progress?</b></p>	<p>Once the HRS4R leader is appointed, the IWG members are chosen and the Technical Secretariat is set up, a kick-off meeting will be held to assess the different tasks and resources needed for the fulfilment of the Action Plan.</p> <p>The IWGs will meet on a monthly basis with the support of the TS to report to the HRS4R Manager/person responsible about the progress in the tasks defined and problems encountered.</p> <p>The HRS4R Manager/person responsible will report to and hold bi-monthly meetings with the Steering Committee to inform them about the implementation process.</p>
<p><b>How do you intend to involve the research community, your main stakeholders, in the implementation process?</b></p>	<p>The research community (R1-R4) will be represented as members of the IWG. In a first instance, researchers that have participated in the discussions in the Gap Analysis and Action Plan working teams will be invited to join the IWT, but it will be opened up to the whole academic community. They will be involved in the design of the actions and the pilot deployment testing. Additionally, surveys will be conducted within the research community to increase the awareness of the HRS4R criteria, to identify training needs, and to test the level of knowledge of key documents (Research Manual, Recruiting Guide, Ethical Code, etc.).</p> <p>Specific communication actions will be designed with the objective of raising awareness in the University community about the C&amp;C and OTM-R criteria. Those will include updating of the web contents, creation of content for USAL's regular communications,</p>

	<p>announcement of new rules, documents, and an annual meeting presenting and updating the implementation level of the HRS4R, where international colleagues from other European universities will be invited, etc.</p>
<p><b>How do you proceed with the alignment of organizational policies with the HRS4R? Make sure the HRS4R is recognized in the organization's research strategy as the overarching HR policy.</b></p>	<p>USAL will update the Research Strategy 2018-21 and will add an additional chapter to include the HRS4R and OTM-R Action Plans.</p> <p>The IWG will also be responsible for verifying that USAL policies regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.</p>
<p><b>How will you ensure that the proposed actions are implemented?</b></p>	<p>The HRS4R leader will alert the Steering Committee of any deviations from the timeline. Corresponding actions will be taken to add more resources to control the deviations from the original plan.</p> <p>Additionally, a quality control will be performed every two years by an external reviewer and international expert in HRS4R issues.</p> <p>In order to be aligned with the European best practices, the HRS4R leader will attend the info days to be informed and to learn from policy issues related to skills and talent management, etc.</p>
<p><b>How will you monitor progress (timeline)?</b></p>	<p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. IWG will hold bi-monthly meetings with the HRS4R leader to review the development of the implementation of the tasks defined for the actions currently in progress.</p>
<p><b>How will you measure progress (indicators) in view of the next assessment?</b></p>	<p>The previously detailed indicators will be verified quarterly to find evidence of any deviation from the HRS4R or with organizational policies.</p> <p>The internal evaluation will be performed by the HRS4R leader through the following actions:</p> <ol style="list-style-type: none"> <li>1. The revision of the advancement of the project after the compromises reflected in the Action Plan.</li> <li>2. The revision of the indicator progress reports.</li> <li>3. The reports of activities.</li> </ol> <p>With this data, a progress report will be elaborated 12 months after</p>

the activity was initiated, and reported to the SC. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available on EURAXESS will be used.