



HR EXCELLENCE IN RESEARCH

# Interim Assessment

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

15<sup>TH</sup> MARCH, 2021



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Case number: 2018ES352847

Name Organisation under review: **University of Castilla- La Mancha**

Organisation's contact details: Rectorado. Real Casa de la Misericordia. Calle Altagracia, 50, Ciudad Real, Castilla- La Mancha, 13071

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## 1 ORGANISATIONAL INFORMATION

Key figures for UCLM.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	3516
Of whom are international (i.e. foreign nationality)	276
Of whom are externally funded (i.e. for whom the organisation is host organisation)	22
Of whom are women	1547
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1309
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	135
Of whom are stage R1 = in most organisations corresponding with doctoral level	2050
Total number of students (if relevant)	25302
Total number of staff (including management, administrative, teaching and research staff)	4182
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational Budget	269320000
Annual organisational direct government funding (designated for research)	34805300.41
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	23175600
Annual funding from private, non-government sources, designated for research	5086000

### ORGANISATIONAL PROFILE

The University of Castilla-La Mancha is a modern and competitive institution, with almost 26,000 students, 2,496 lecturers and researchers and 1,686 technical, administrative and service staff.

In its thirty years of operation, the UCLM has provided young people with access to higher education and has dynamized life in the cities where its four campuses have been established: Ciudad Real, site of the Chancellor's Office (Rector), Albacete, Cuenca and Toledo. At present, UCLM's activities also extends to the towns of Almadén (Ciudad Real) and Talavera de la Reina (Toledo).

## 2 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

An overview of UCLM in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization is shown below:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p><b>STRENGTHS:</b></p> <p>UCLM clearly provides <b>freedom of research</b>. An ethical committee is active and provides regulations to rule the ethical behaviour for Ph.D. studies. Also, UCLM protects researchers both from a contractual and legal side. In addition, COMPILATIO, an antiplagiarism software, is used at the university. The UCLM's system for economic management is strict. UCLM also has a special labour risks unit.</p> <p>UCLM's European projects office centralizes the necessary tools to train and support researchers for <b>applying to competitive calls and project management</b>. UCLM also has its own <b>IP rights</b> regulations, and UCLM's Technology Transfer Office oversees the assistance and training of issues related to IP. UCLM belongs to the Enterprise Europe Network that supports and facilitates technology transfer among universities and industries.</p> <p><b>Entrepreneurship</b> is also ruled by regulations and managed at a dedicated unit at UCLM.</p> <p>Most of the UCLM's <b>outreach</b> activities were led by UCLM's communication unit, that is very active in the participation in different events. In addition, special outreach training for researchers is available. UCLM also owns an institutional repository RUIdeRA, fully in line with European open access guidelines and regulations.</p> <p>In terms of <b>no discrimination</b>, UCLM organizes and participates in numerous events, regarding gender and collectives with special needs.</p> <p>The <b>evaluation</b> of the researchers is covered by UCLM's Master Academic Plan. Merit evaluation of R3 and R4 researchers is performed by external national agencies (<i>sexenios</i>), and UCLM (<i>quinquenios</i>). UCLM also has regulations in place for the merit assessment that leads to <b>salary complements</b>. R2 and R1 researchers granted by competitive calls are evaluated by the corresponding funding agencies.</p> <p>R1 researchers are evaluated yearly through their supervisor and PhD commission. Teaching activities are also evaluated by students through surveys.</p> <p><b>Co-authorship</b> is recognized in UCLM internal rules and regulations.</p> <p><b>WEAKNESSES:</b></p> <p>Although ethical principles were fulfilled at UCLM, <b>there is not a UCLM's written ethical code</b>. In addition, <b>there is not an ethical committee specialized</b> in the survey, use and storage of sensitive data obtained <b>in social sciences</b> research projects.</p>

There is a general **lack of awareness about co authorship** procedures at UCLM.

There is a general **lack of awareness about the management of research projects:** procedures, UCLM support mechanisms, economic issues, changes in the financial normative, Tech transfer possibilities etc.

There is a general **lack of awareness concerning IT security issues.** IT security procedures were not always followed. There is not a procedure to back up the data generated by research instruments.

**Technology transfer units are overloaded.**

**There is not an open science platform.**

**Outreach activities are not coordinated.**

#### Strengths and Weaknesses (Interim Assessment)

Some of the C&C principles are **fully implemented and considered as Strengths:**  
The welcome manual is published in Spanish and English and includes all the information concerning UCLM (<https://www.uclm.es/Misiones/Investigacion/HRS4R/Presentacion-HRS4R> ).The information provided will be updated periodically.  
Training courses for newcomers are available for pre docs, post docs and other researchers.

The manual for professional career is published in Spanish and English and includes all the information concerning the procedures, rules, policies, and resources available for the correct development of the research career at UCLM. The information provided will be updated periodically.

The completion of most of the actions regarding ethical and professional aspects is scheduled beyond this intermediate report (Actions 8, 9,10 11 and 12), although work is already in progress in all these actions. Additionally, COVID pandemics and elections on the University's governing board have caused a delay in the approval of some of the norms that were written. Although as these actions were not totally **implemented and are considered as WEAKNESSES, some sub actions have already performed, such as drafting the documents.**

Improving the UCLM's research Ethics awareness and creating new ethical committees' action is in progress. A committee is debating the nature and number of the new ethics committees.

The new governing board of the University has changed and the responsibilities for IT security have been transferred to a different vicechancellor's office. Online seminars about IT security have been held. There have been 14 training courses on IT skills

addressed to research and teaching staff in academic year 2019-20, taken successfully by 323 people, and 20 courses in 2020-21, successfully finished by 404 people. The open science platform has been launched. In addition, also websites for open science and open data was launched (<https://www.uclm.es/areas/biblioteca/investiga/openscience> ). A plan for providing funding for open publishing will be active in 2022.

The scientific dissemination unit was created (*Unidad de Cultura Científica e Innovación*).

There is a communication plan containing outreach activities for each year, which is updated regularly during that period.

#### PROPOSAL FOR NEW ACTIONS:

Actions for awareness and communication to publicize the regulations, initiatives, guidelines and other actions developed, are planned for 4Q 2021. Also, a new norm of governance of research institutes will be written and implemented, conferring independence in their management, increasing their autonomy. In addition, Action 12 will be extended with a plan for the communication of research results and the implementation of HRS4R by its diffusion by news channels and social networks.

#### Recruitment and selection

##### STRENGTHS:

Recruitment of **R3 and R4** researchers depends upon the specific calls provided from the Ministry of Education and is controlled by the applicable law. **UCLM is consolidating the position of the R2 researchers funded by *Ramón y Cajal* competitive calls.** R1 and R2 researchers funded by competitive calls were recruited by the funding organisms. UCLM has a self-funded program for the recruitment of R1 researchers.

There is a **centralized job offer website**, which includes regulations for the recruitment of researchers funded by research projects and researchers recruited by UCLM self-funded program.

**Selection** of R3 and R4 researchers is performed following the categories defined in the applicable law. R2 and R1 researchers funded by competitive calls are selected following the criteria of the specific calls and the projects' needs, according to PI's responsibilities. R2 and R1 researchers funded by research projects are selected following the procedures established by UCLM regulations.

The results of the selection of the candidates are published including the final score and a list of UCLM's staff involved in the process is also made public.

**Merits** are scored after the rating defined in the call for R4, R3 and R2 and R1 researchers recruited by competitive calls. In addition, scores for merits for salary complements for R4 and R3 researchers are also defined.

**WEAKNESSES:**

The **online job offer platform could be improved** by: creating a distribution list for job seekers, incorporating the new R3 and R4 offers into the platform, and translating job offers into English.

There is **not a homogeneous criterion** for the selection and merit judgement, for example: variations in the chronological order of cv of candidates, mobility for R1 and R2 researchers funded by research projects. The criteria depend on each project's necessities and PI requirements.

There is **not a specific evaluation procedure for R1 and R2 researchers financed by research projects**.

**Strengths and Weaknesses (Interim Assessment)**

The completion of training and development criteria were deeply impacted with the elections of the new governing board and the COVID pandemics.

A recruitment protocol has been drafted which defines the future selection and recruitment processes of researchers, for the progressive adaptation to the OTM-R system. This protocol has not yet been approved by the University Governing Council, because it has not been possible to meet with the workers unions during the electoral process.

Specific actions:

Specific training actions provided for both to the administrative staff and researchers involved in recruiting processes, are planned for 4ºQ 2021.

**Working conditions**

**STRENGTHS:**

**Professional recognition.** It is covered by the national law of science.

Within the UCLM self-funded programs, there are calls for adaptation and improvement of **scientific equipment**.

**Flexible working hours are implemented at the UCLM**, as well as agreements with nursery schools. In addition, UCLM organizes summer schools for employees' children.

UCLM has **drafted an equality plan** and has appointed an equality commission. UCLM actively participates in different no discrimination initiatives such as international women's day. UCLM also has developed an anti-harassment protocol.

**Training** is widely available at UCLM. Courses were provided by different departments within the institution. Course thematics encompass from IP or entrepreneurship to teaching methodologies, mentorship, technical courses and soft skills. In addition, other training activities are organized at UCLM, such as special events for R2 and R1 scientists.

External **mobility** is promoted by UCLM through self-funded calls and external calls (e.g. Erasmus +). Sabbaticals are also considered within the self-funded programs. In addition, UCLM provides career guidance through CIPE (Job information Centre).

**Co-authorship** conflicts for R1 researchers are mediated by the doctorate school.

**Teaching:** the academic management plan states the teaching activities for each researcher's profile.

UCLM has a **University ombudsperson** and regulations that define his/her functions.

**Researchers** are **represented** in every UCLM's **collegiate bodies**.

**Teaching activities provided by R1 and R2 researchers**, are considered by law as collaborations, and they receive a certification of their engagement in these activities.

#### **WEAKNESSES:**

There is a **centralized list of instrumentations** and research facilities present at the UCLM, but there is a general **lack of awareness** about the location of this list. There is not a centralized instrumentation unit.

There is a general concern about the **few opportunities for consolidation of employment**.

Although salary complements are more competitive than other Spanish universities, **salaries are not comparable to other European countries**. However, this is a national issue, not particular to UCLM.

There is **not a written and published UCLM gender plan**.

There is **not a mentorship plan** at UCLM, **neither a career development plan**.

Although UCLM provides a great number of **training courses**, and there is a **centralized information website**, its dissemination could be improved, as there is a general **lack of awareness**.

There is **not a strategy towards the improvement of mobility of researchers to industrial environments**, although creation of technology-based companies or spin-offs is widely contemplated.

Although there are numerous **career advice opportunities** at UCLM, they are **not specially targeted for R1 and R2 researchers funded by research projects**.

There is a **general lack of awareness about IP and IP rights** at UCLM.



### Strengths and Weaknesses (Interim Assessment)

Most of the actions related with working conditions were already fulfilled and could be considered as strengths.

UCLM's website has been modified. Training events were organized as online seminars in IP protection, software etc. The new HRS4R research website provides updated links with complete, unified, and organized information concerning any topic regarding research, both: 1) codes and rules, guides, etc. and 2) services. There is an active promotion of the website: Announcement in the general UCLM website, inclusion in welcome guide ,etc.

The UCLM's technology offer website has been updated (<https://www.uclm.es/empresas/otri> ), as well as the research activities report, which is now accessible through an interactive website (<https://www.uclm.es/Misiones/Investigacion/OfertaCientificoTecnica/MemorialInvestigacion> ). To improve the awareness of researchers, a Business Project Incubator call has been launched (<https://www.uclm.es/global/promotores/otros/uclm-emprende/carpeta-deconvocatorias/Incubadorproyectosempresariales> ). A new space for the interchange of business ideas between different sectors is created, Espacio Ideas (<https://www.uclm.es/empresas/emprende/espacioideas>).

Concerning professional career, 1) UCLM has initiated a self-funded research plan call for the incorporation of 38 predoc positions in 2020, to be added to the 86 ongoing contracts from previous calls (including 9 predoc contracts converted to postdoc, as the candidates obtained their PhD in the meantime). There are also 5 ongoing postdoc positions, most of which have settled in more stable positions at UCLM.

Throughout 2021, the call for distinguished researchers (R4) with 20 contracts will be launched. 2) The UCLM's research career guide has been written ([https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/HRA4R-Sello-Europeo/Guia-Carreras-Profesionales\\_esp\\_form\\_vff2020.ashx?la=es](https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/HRA4R-Sello-Europeo/Guia-Carreras-Profesionales_esp_form_vff2020.ashx?la=es) ), including information about the different possible career paths: positions, access, requirements, funding, itineraries for Employment and Practices, the Doctorate School, etc. A round table at the UCLM's doctoral conferences was performed, with one PhD holder for each branch of knowledge and an attendance of 300 people (<http://blog.uclm.es/eid/jornadas-doctorales/jornadas-doctorales-2019/#PROGRAMA> ).

Accreditation document of the teaching activities of each R1 and R2 researchers that perform teaching activities is available. The procedure for teaching recognition has been written and published in the official regional gazette, DOCM ([https://docm.castillalamancha.es/portaldocm/descargarArchivo.do?ruta=2018/09/06/pdf/2018\\_10167.pdf&tipo=rutaDocm](https://docm.castillalamancha.es/portaldocm/descargarArchivo.do?ruta=2018/09/06/pdf/2018_10167.pdf&tipo=rutaDocm) ), being fully implemented. So far, almost 300 researchers have voluntarily applied for it.

Mentorship. This action is being developed behind of schedule. The design of the program was made, benchmarking international practices on functions and skills for Postdoc mentorship choosing REBECA (<https://www.euraxess.es/spain/spain-network/euraxess-top-iv/rebecamentoring-programme> ) framework, based on the successful experience of this programme, published in Euraxess. A battery of additional working materials has been

generated to provide mentors with enough tools and methodologies. It was initially planned to launch the program in 4<sup>o</sup>Q 2020, but the COVID crisis has forced us to plan it in 4Q 2021. Mentorship Pilot Program includes both career development advice (mobility, training, professional paths, etc.), and academic advice. 5 voluntary mentors (experienced senior researchers, non UCLM research managers, entrepreneurs, and business consultants) and 15 predoc and postdoc mentees from different research areas will be appointed. Guides of good mentorship practices, training courses for Mentors and materials will be available. From October 2021 to May 2022 the pilot mentorship program will be running. After evaluation, the program will be deployed to a wider community of researchers.

Some other C&C principles are **in process to be implemented and are considered as WEAKNESSES:**

Again, the above mentioned present circumstances have delayed the approval of the equality plan. However, the only step missing is the approval by the Governing Council of the university (unable to meet due to the elections) as the final draft of UCLM's equality plan has already been written.

The publication of the catalogue of scientific infrastructures is ongoing, as it is already indicated in the annual budget document

(<https://www.uclm.es/misiones/laucm/consejodedireccion/vep/presupuesto>) . A pilot project is ongoing in the School of Medicine in Albacete (Online platform, price and booking time), as well as in IRICA research institute

(<https://www.uclm.es/centrosinvestigacion/Irica/Unidades/servicios-instrumentacion> )

**PROPOSAL FOR NEW ACTIONS:**

New training workshops and research career roundtables will be held in in the years to come.

Besides, a new action will be included to perform a study of the staff and PIs to identify the groups that will require generational renewal in the next 3-5 years. In those cases, recommendations will be made to ensure the leadership of future PIs, such as providing specific training on managerial abilities for the junior leaders, or for finding an external replacement for the main leaders.

**Training and development**

**STRENGTHS:**

R1 scientists are **evaluated by the RAPI application**, there is a good practices manual for the performance of doctoral theses, and the doctorate school mediates in conflicts between R1 researchers and their supervisors.

UCLM **fosters the excellence in publishing by the organization of various training courses** to acquire professional aptitudes.

**WEAKNESSES:**

There are **not official procedures to mediate in conflicts between supervisors and R1 and R2 researchers funded by research projects, apart from the Ombudsperson.**

There is **not a career development plan for R1 and R2 researchers.**

There is a general **lack of awareness about the continuous development mechanisms for researchers at UCLM.**

Although there are regulations for the supervision of R1 researchers, **no regulations are provided for the supervision of R2 researchers.**

### Strengths and Weaknesses (Interim Assessment)

The HRS4R awareness action is almost completed; all committees were established (100%). The periodical briefings and seminars scheduled in departments to influence the dissemination of the C&C key lessons to research staff, etc. have been interrupted during the lockdown due to the COVID crisis, but the first HRS4R seminar was held in October 2019, to which 50 researchers attended. The UCLM Strategic plan for 2021-2024 is presently being elaborated by the new management team and it, will include the actions defined in this Action Plan in the Research Strategic Plan of the UCLM. Online material explaining the advantages of the application of the C&C principles and updates of the HRS4R are published at the website, new materials are distributed among all the researchers and incorporated into the Welcome Manual for newcomers. News (<https://www.uclm.es/misiones/investigacion/hrs4r/eventos>) on HRS4R are also periodically reported through the Researchers' Platform, and in all the Researchers' meetings. Periodical online meetings are organized within campus members.

Training. Although this action is scheduled for quarters to come, 58 training courses have been offered during the year 2019/20 and 62 during 2020/21. In addition, the project called #CIPEdesdetuSofá consists of programming webinars aimed at students and graduates of UCLM, designed and taught by CIPE (Centre for Promotion and Information of Employment)), that has been ongoing since April 20th to May 21st , 2020. 48 seminars were given, with 680 researchers participating and a total attendance sessions of 4640.

### **PROPOSAL FOR NEW ACTIONS:**

To impulse the professional career of R3 researchers by providing them with training for Ph.D thesis supervision. The organisation of these training courses will be done by the International Doctorate School, which is embedded within the Vice-chancellor's Office for Scientific Policy.

Have any of the priorities for the short- and medium term changed? (max 500 words)

No, the priorities have not changed. Instead, UCLM has increased the commitment to their implementation. UCLM has started the deployment of the action plan immediately after obtaining the HRS4R logo, and it has been implementing it even at a higher rate than foreseen in the action plan in some actions.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)



There were no circumstances regarding UCLM that had an impact on the HR strategy. However, some reasons affected the speed of implementation:

First, in December 2020 a new rectoral team took over the governance of the university. This produced a small delay in the execution of tasks, due to the transfer of functions between teams. However, a new working group under the orders of the Vice-Chancellor for Scientific Policy took over the implementation of HRS4R. This team continued with the tasks to be started or partially developed by the previous team and undertook those planned in the evaluation period.

In addition, the COVID crisis had a great impact on the final phases of several of the actions, delaying especially the approvals of the documents and regulations by the corresponding bodies. Also, some actions that were expected to be completed during 2020 have been inevitably delayed.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

To the best of our knowledge, there are no strategic decisions that may influence (negatively) the action plan fulfilment.

On the contrary, there is an enormous level of involvement of the working group, with a detailed follow-up at the highest level: from the takeover of the new rectoral team in December 2020, the Vice-Chancellor for Scientific Policy and the Advisor of the same Vice-Chancellor's Office personally direct the working team for the deployment of actions and mediate with the corresponding government bodies in the necessary moments for the approval of documents, guidelines and regulations.

In addition, the current Rector (former Vice-Chancellor for Research and Scientific Policy, under whose term of office the HRS4R procedure was started) is highly committed with the HRS4R logo and is willing to modernize many actions at UCLM, some of them derived from the HRS4R.

These first two years we have understood them as a period to prepare the working groups, to define the dynamics, policies, regulations, etc. and we understand that the next 3 years will be dedicated to deploying in a comprehensive way all the policies with a perspective of continuous improvement.



Universidad de Castilla-La Mancha

### 3. ACTIONS

The Action Plan and HRS4R strategy is be published on an easily accessible location of the organisation's website:

<https://www.uclm.es/misiones/investigacion/hrs4r/hrs4-uclm>



Next table shows a sum up list of all individual actions to be undertaken at UCLM's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

PROPOSED ACTIONS	C&C	CHRONOGRAM	RESPONSIBLE UN	INDICATOR(S) / TARGET(S)	CURRENT STATUS	REMARKS
<p><b>A1. HRS4R Kick-off, awareness and follow-up.</b> An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist in the awareness to attain an increasing application of the C&amp;C criteria in the research community and in everyday research practices, by organizing seminars, or briefings departments to influence the dissemination of the C&amp;C key lessons to research staff.</p>	All	1Q 2019- 4Q 2022	Vice-Chancellor's Office for Research and Scientific Policy	<ul style="list-style-type: none"> <li>• WG HRS4R constituted</li> <hr/> <li>• WG OTMR constituted</li> <hr/> <li>• Surveys to address the awareness</li> </ul>	IN PROGRESS	<p>Action mainly completed. New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy.</p> <p>All committees were established (100%). The periodical briefings and seminars scheduled in departments to influence the dissemination of the C&amp;C key lessons to research staff, etc. have been interrupted as planned, during the lockdown due to the COVID crisis. We celebrated the first HRS4R seminar in October 2019, 50 researchers attended it. The UCLM Strategic plan for 2021-2024 is presently being elaborated by the new management team and it, will include the actions defined in this Action Plan in the Research Strategic Plan of the UCLM. Online material explaining the advantages of the application of the C&amp;C principles and</p>



updates of the HRS4R are published at the website, new materials are distributed among all the researchers and incorporated into the Welcome Manual for newcomers. News (<https://www.uclm.es/misiones/investigacion/hrs4r/eventos>) on HRS4R are also periodically reported through the Researchers' Platform, and in all the Researchers' meetings. Periodical online meetings are organized within campus members.

<p><b>A2 Improve general OTMR procedures.</b> 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. The group will consist of representatives of all services with competence in selection and recruitment of researchers.</p>	<p>13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code) 17. Variations in the</p>	<p>1Q 2019 to 4Q 2019</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy and Human Resources Unit</p>	<ul style="list-style-type: none"> <li>• Introduce a distribution list for the communication of new job offers.</li> <li>• 100% of candidates informed automatically by mail about the selection process, including the evaluation</li> </ul>	<p>IN PROGRESS</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy</p> <p>A recruitment protocol has been drafted which defines the future selection and recruitment processes of researchers, for the progressive adaptation to the OTM-R system.</p>
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	chronological order of CVs (Code)			reports for the unselected candidates.		This protocol has not yet been approved by the University Governing Council, because as the university was immersed in an electoral process it has not been possible to meet with the workers unions.
	18. Recognition of mobility experience (Code)			<ul style="list-style-type: none"> <li>• 100% of the job offers published in English and Spanish.</li> </ul>		The situation of non-presence by COVID-19 has also delayed the evaluation process.
	20. Seniority (Code)			<ul style="list-style-type: none"> <li>• 100% of job offers published at EURAXESS platform.</li> </ul>		Specific <b>training actions</b> are now planned on 4 <sup>o</sup> Q 2021, both provided to the administrative staff and researchers involved in recruiting processes.
<b>A3. Normalise the OTM-R's regulations for the recruitment of R1 and R2 researchers funded by research projects.</b> To homogenize the current practices in job advertising, selection	11. Evaluation/appraisal systems	2Q 2019	Vice-Chancellor's Office for Research and	<ul style="list-style-type: none"> <li>• Recommendations guide for the recruitment and selection of R1 and R2 published.</li> <li>• Publication of the evaluation criteria for each position.</li> </ul>	IN PROGRESS	New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy.





recruitment, rights and duties, complaints and evaluation.	13. Recruitment (Code) 14. Selection (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 20. Seniority (Code) 32. Co-authorship	Scientific Policy	<ul style="list-style-type: none"><li>• Guide to address different issues related with R1 and R2 (Co-authorship, relation with supervisor, teaching, conflicts solving, IP rights, etc.) published.</li><li>• Procedure for evaluation and accreditation of excellence for these researchers published.</li></ul>	<p>Specific <b>training actions</b>, are now planned on 4ºQ 2021, both provided to the administrative staff and researchers involved in recruiting processes.</p> <p>This protocol has not yet been approved by the University Governing Council, because as the university was immersed in an electoral process it has not been possible to meet with the workers unions.</p> <p>The situation of non-presence by COVID-19 has also delayed the evaluation process.</p>
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	36. Relation with supervisors					
<p><b>A4. Design a new self-funded program for the retention and attraction of talented researchers.</b> To improve the scientific excellence of UCLM, calls for the incorporation or consolidation for R2, R3 and R4 will be published. The number and the required profiles of these job offers will depend on the funding of the regional government. Improvement of salaries of R1, R2 and R3 scientists funded by research projects will also be included, or complementing their salaries by funds of arising from competitive or private projects (article 83 of the LRU)</p>	<p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p> <p>28. Career development</p>	<p>4Q 2020 - 1Q 2021</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> <li>• New calls for the attraction of R2, R3 and R4 researchers published.</li> <li>• Regulations published for the improvement of salaries of R1, R2 and R3 scientists funded by research projects based on the quality of their performance.</li> </ul>	<p>IN PROGRESS</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy.</p> <p>UCLM has initiated a self-funded research plan call (<a href="https://www.uclm.es/Misiones/Investigacion/Planes/PlanPropio">https://www.uclm.es/Misiones/Investigacion/Planes/PlanPropio</a>) for the incorporation of 38 predoc positions in 2020, to be added to the 86 ongoing contracts from previous calls (including 9 predoc contracts converted to postdoc, as the candidates obtained their PhD in the meantime). There are also 5 ongoing postdoc positions, most of which have settled in more stable positions at UCLM. Throughout 2021, the call for distinguished researchers (R4) with 20 contracts will be launched.</p>



<p><b>A5. Offer support for professional career development.</b> Design a map of professional research career options, inside and outside UCLM, especially highlighting the influence and possibilities of international or industry opportunities in professional development.</p>	<p>11. Evaluation/ appraisal systems</p> <p>28. Career development</p> <p>38. Continuing Professional Development</p>	<p>4Q 2020 - 1Q 2021</p>	<p>Vice-Chancellor's Office for Transference and Innovation</p>	<ul style="list-style-type: none"> <li>• Workshops and courses organised for professional career development.</li> <li>• Map of professional research career options published.</li> </ul>	<p>IN PROGRESS</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Innovation, Employment and Entrepreneurship.</p> <p>The IWG has been working in identifying external tools concerning the research career in Spain, to adapt existing tools and make them ready for the final users on research career at UCLM, including such information for the different possible paths: positions, access, requirements, funding, itineraries for Employment and Practices, the Doctorate School, etc. These external tools were included in a UCLM' professional career guide, published in the website <a href="https://www.uclm.es/misiones/investigacion/hrs4r/hrs4-uclm">https://www.uclm.es/misiones/investigacion/hrs4r/hrs4-uclm</a></p> <p>"Success stories" strategy is used to showcase different career options beyond the lab. We have collected contributions from professionals who are involved in research from management or industry, or even do research in peculiar environments.</p>
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Initially a round table at the UCLM's doctoral conferences was performed, with one professor for each branch of knowledge, with 300 people attending.

It was planned that these professionals (all PhD alumni from UCLM) would participate in awareness sessions to explain their career.

Also, an online seminar on 'Tools for the development of professional career' was carried out in November 2020, especially addressed to PhD candidates and recent PhD holders. It featured the participation of both internal (UCLM) and external speakers from different backgrounds (public sector academia, private sector foundations, industry), with more than 80 people attending.

This action is expected to be resumed during 2ºQ 2021.



<p><b>A6. Improvement of collaborations with industry.</b> The Technology Transfer Unit will be improved by the incorporation of new capacities such as improving communication and visibility techniques. In addition, bilateral contacts between industries and researchers will be encouraged. These contacts will be coordinated providing a higher visibility to the official agreements established with industry, business associations, business chairs, etc.</p>	<p>4. Professional attitude 29. Value of mobility 31. Intellectual Property Rights</p>	<p>3Q 2020</p>	<p>Vice-Chancellor's Office for Transference and Innovation</p>	<ul style="list-style-type: none"> <li>• Communication plan from Technology Transfer Office in order to combat lack of awareness of the research community (e.g. <a href="#">newsletter</a>).</li> <li>• Communication strategy after signing agreements between UCLM and regional technological companies.</li> <li>• Organised b2b meetings between researchers/ research groups and enterprises.</li> </ul>	<p>EXTENDED</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Innovation, Employment and Entrepreneurship.</p> <p>The UCLM's technology offer website has been updated (<a href="https://www.uclm.es/empresas/otri">https://www.uclm.es/empresas/otri</a>), as well as the research activities report, which is now accessible through an interactive website (<a href="https://www.uclm.es/Misiones/Investigacion/OfertaCientificoTecnica/MemorialInvestigacion">https://www.uclm.es/Misiones/Investigacion/OfertaCientificoTecnica/MemorialInvestigacion</a>).</p> <p>To improve the awareness of researchers, a Business Project Incubator call has been launched (<a href="https://www.uclm.es/global/promotores/otros/uclm-emprende/carpeta-de-convocatorias/incubadoraprojectosempresariales">https://www.uclm.es/global/promotores/otros/uclm-emprende/carpeta-de-convocatorias/incubadoraprojectosempresariales</a>).</p> <p>A new space for the interchange of business ideas between different sectors is created, Espacio Ideas</p>
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						<p><a href="https://www.uclm.es/empresas/emprende/espacioideas">https://www.uclm.es/empresas/emprende/espacioideas</a></p> <p>Due to the structural nature of this action, we consider that, although it is mainly completed, it has to be maintained, thus extended throughout the duration of the implementation of HRS4R activities.</p>
<p><b>A7. Pilot a mentorship program.</b> Starting with the selection of a network of mentors aimed to develop the potential of young researchers, by transfer of knowledge and learning through the experiences of seniority. This activity will be proposed both to active and recently retired researchers and professionals outside UCLM. Mentors will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life.</p>	<p>28. Career development</p>	<p>4Q 2020 - 1Q 2021</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> <li>• To set up a pilot mentorship program.</li> <li>• Training courses to improve the mentorship abilities of R4 researchers available.</li> <li>• Workshops and courses organised for professional career development.</li> </ul>	<p>IN PROGRESS</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy.</p> <p>The International Doctorate School (which is embedded within the above Vice-Chancellor's Office) will play a prominent role in this action.</p> <p>This activity is being developed behind of schedule. The design of the program, which will be published on UCLM's website, has already been made, benchmarking international practices on functions and skills for Postdoc mentorship choosing REBECA</p> <p><a href="https://www.euraxess.es/spain/spain-network/euraxess-top-iv/rebeca-">https://www.euraxess.es/spain/spain-network/euraxess-top-iv/rebeca-</a></p>



[mentoring-programme](#) ) framework, based on the successful experience of this programme, published in Euraxess. A battery of additional working materials has been generated to provide mentors with enough tools and methodologies.

It was initially planned to launch the program in 4<sup>o</sup>Q 2020, but the COVID crisis has forced us to plan it in 4Q 2021. Mentorship Pilot Program includes both career development advice (mobility, training, professional paths, etc.), and academic advice. 5 voluntary mentors (experienced senior researchers, non UCLM research managers, entrepreneurs, and business consultants) and 15 predoc and postdoc mentees from different research areas will be appointed. Guides of good mentorship practices, training courses for Mentors and materials will be available. From October 2021 to May 2022 the pilot mentorship program will be running.



						After evaluation, the program will be deployed to a wider community of researchers.
<p><b>A8. Write an equality plan.</b> Presently, the UCLM equality plan is drafted. The HRS4R will push the completion of a final version of the plan to be approved by the governing board of the University.</p>	<p>2. Ethical principles</p> <p>27. Gender balance</p>	<p>3Q 2019 -2Q 2022</p>	<p>Vice-chancellor's Office for Students and Social Responsibility</p>	<ul style="list-style-type: none"> <li>• UCLM equality plan published.</li> <li>• Action implementation report</li> </ul>	<p>IN PROGRESS</p>	<p>A working group has been set up to draw up the equality plan (<i>Comisión Negociadora</i>, <a href="https://www.uclm.es/Misiones/LaUCLM/ResponsabilidadSocial/Igualdad">https://www.uclm.es/Misiones/LaUCLM/ResponsabilidadSocial/Igualdad</a> )</p> <p>The Plan has already been elaborated and is only pending its entry into force after only one step missing, which is the approval by the Governing Council of the university (unable to meet due to the elections).</p>
<p><b>A9. Improve the UCLM research Ethics awareness and create new ethical committees.</b> To show mechanisms to solve issues that historically were found to be controversial, such as co</p>	<p>2. Ethical principles</p>	<p>2Q 2021</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> <li>• Research ethics manual published.</li> <li>• To create an ethical committee for taking care of</li> </ul>	<p>IN PROGRESS</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy.</p> <p>The new committees have been created after agreement of the University Governing Council of March 2021 (shortly available</p>





<p>authorship, supervision etc. Create the Ethical Committee for Social Sciences.</p>				<p>social sciences data generated.</p> <hr/> <ul style="list-style-type: none"> <li>Ethical committee for solving specially complicated cases created.</li> </ul>		<p>here:  <a href="https://www.uclm.es/Home/misioness/laucm/organosdegobierno/consejogobierno/resumenesacuerdoscg">https://www.uclm.es/Home/misioness/laucm/organosdegobierno/consejogobierno/resumenesacuerdoscg</a> ) and an additional committee to solve conflicts, in the shape of an arbitration and mediation commission, will be created soon (see Action A19).</p>
<p><b>A10. Improve IT security.</b> To coordinate the existing approaches followed by researchers and filling the existing data storage gaps in the research teams.</p>	<p>7. Good practice in research</p>	<p>2Q 2021- 3Q 2021</p>	<p>General Secretary</p>	<ul style="list-style-type: none"> <li>To provide methods for the backup of data generated by research instruments.</li> <hr/> <li>Virtual cloud storage replacing shared hard drives provided.</li> </ul>	<p>IN PROGRESS</p>	<p>The new governing board of the University has changed and the responsibilities for IT security have been transferred to a different unit. Thus, the new responsible unit for this action is the Vice-Chancellor’s Office for Digital Transformation and Strategy.</p> <p>Online seminars about IT security were held. There have been 14 training courses on IT skills addressed to research and teaching staff in academic year 2019-20, taken successfully by 323 people, and 20 courses in 2020-21, successfully finished by 404 people.</p>



<p><b>A11 Create an Open science platform.</b> To make public funded UCLM’s research results, publications and research data, freely accessible in digital format with no or minimal restriction.</p>	<p>8. Dissemination, exploitation of results</p>	<p>1Q 2022-4Q 2022</p>	<p>Vice-Chancellor’s Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> <li>• Open science platform created.</li> <li>• Publication statistics of the scientific production per year.</li> </ul>	<p>IN PROGRESS</p>	<p>New denomination of responsible unit: Vice-chancellor’s Office for Scientific Policy.</p> <p>It will also be supported by the newly created the Vice-Chancellor’s Office for Digital Transformation and Strategy.</p> <p>The open science platform has been launched. In addition, also websites for open science and open data were launched:</p> <p><a href="https://www.uclm.es/es/areas/biblioteca/investiga/openscience/openscience2">https://www.uclm.es/es/areas/biblioteca/investiga/openscience/openscience2</a></p> <p><a href="https://www.uclm.es/areas/biblioteca/investiga/openscience/openaccess">https://www.uclm.es/areas/biblioteca/investiga/openscience/openaccess</a></p> <p><a href="https://www.uclm.es/areas/biblioteca/investiga/openscience/opendata">https://www.uclm.es/areas/biblioteca/investiga/openscience/opendata</a></p> <p>A plan for providing funding for open publishing will be active in 2022.</p>
<p><b>A12. Centralize scientific outreach.</b> Coordinate the dispersed outreach activities of UCLM, to account for the</p>	<p>9. Public Engagement</p>	<p>1Q 2022-4Q 2022</p>	<p>Vice-Chancellor’s Office for</p>	<ul style="list-style-type: none"> <li>• Scientific outreach unit created.</li> </ul>	<p>EXTENDED</p>	



<p>individual outreach activities, find synergies and elaborate a common strategic outreach plan.</p>		<p>Research and Scientific Policy</p>	<ul style="list-style-type: none"> <li>• Strategic plan for outreach activities published.</li> </ul>	<p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy</p> <p>The scientific dissemination unit was created (<i>Unidad de Cultura Científica e Innovación</i>)</p> <p><a href="https://www.uclm.es/misiones/investigacion/uclmdivulga">https://www.uclm.es/misiones/investigacion/uclmdivulga</a></p> <p>There is a communication plan containing outreach activities for each year, which is updated regularly during that period.</p> <p>This action will be extended with a plan for the communication of research results and the implementation of HRS4R by its diffusion by news channels and social networks.</p>
<p><b>A13. Improve research infrastructures access to researchers.</b> Elaborate a catalogue including all the scientific and technological equipment available at the departments, institutes and research</p>	<p>23. Research environment 4Q 2021</p>	<p>Vice-Chancellor's Office for Research and</p>	<ul style="list-style-type: none"> <li>• Catalogue of scientific infrastructures published.</li> </ul>	<p>IN PROGRESS</p> <p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy</p>



centres, and could also include other available scientific services, outside of UCLM.

Scientific Policy

- To establish a procedure to request internally the use of scientific equipment

The publication of the catalogue of scientific infrastructures is ongoing, as it is already indicated in the annual budget document (<https://www.uclm.es/misiones/laucm/consejodireccion/vep/presupuesto>).

A pilot project is ongoing in the School of Medicine in Albacete (Online platform, price and booking time), as well as in IRICA research institute (<https://www.uclm.es/centros-investigacion/Irica/Unidades/servicios-instrumentacion>). The Faculty of Pharmacy also makes public their Bioincubator research facilities (<https://www.uclm.es/albacete/farmacia/investigacion-far/espacios>).



<p><b>A14. Improve the R1 and R2's researchers teaching recognition.</b> UCLM will provide official teaching certificates to all R1 and R2 researchers reflecting the number of teaching hours performed. As a new regulation has been published between the closure of surveys and the elaboration of this action plan, the new process established will be closely monitored, to assess its effectiveness.</p>	<p>33. Teaching 1Q 2019</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> <li>• Accreditation document of the teaching activities of each R1 and R2 researcher that performs teaching activities available.</li> </ul>	<p>COMPLETED</p>	<p>New denomination of responsible unit: Vice-chancellor's Office for Scientific Policy</p> <p>The procedure for teaching recognition has been written and published in the official regional gazette, DOCM (<a href="https://docm.castillalamancha.es/portaldocm/descargarArchivo.do?ruta=2018/09/06/pdf/2018_10167.pdf&amp;ti-po=rutaDocm">https://docm.castillalamancha.es/portaldocm/descargarArchivo.do?ruta=2018/09/06/pdf/2018_10167.pdf&amp;ti-po=rutaDocm</a>), being fully implemented. So far, almost 300 researchers have voluntarily applied for it.</p>
<p><b>A15. Centralise, evaluate and disseminate UCLM training activities.</b> By the performance of a survey to address the training activities that researchers need. Reinforcing the diffusion of the training offers, especially for R1 and R2 researchers in cross-disciplinary training and teaching. Reinforce the dissemination of the training courses centralising all the public engagement</p>	<p>30. Access to career advice 31. Intellectual Property Rights 39. Access to research training and</p>	<p>Human Resources Unit</p>	<ul style="list-style-type: none"> <li>• Results of the Survey of researcher's training courses needs analysed.</li> <li>• New courses of continuous development, professional career and soft skills available.</li> </ul>	<p>IN PROGRESS</p>	<p>58 training courses have been offered during the year 2019/20</p> <p><a href="https://www.uclm.es/es/global/promotores/departamentos/departamento-de-tecnologias-y-sistemas-de-la-infomacion/novedades/cursos-formacion-pdi">https://www.uclm.es/es/global/promotores/departamentos/departamento-de-tecnologias-y-sistemas-de-la-infomacion/novedades/cursos-formacion-pdi</a></p> <p>The project called #CIPEdesdetuSofá consists of programming webinars</p>



activities on one website and do it easily accessible.

continuous development

- Results of the participation and interest of the existing courses analysed.

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- To improve visibility of the existing website dedicated to training courses.

aimed at students and graduates of UCLM, designed and taught by CIPE (Centre for Promotion and Information of Employment), that is on course since April 20 to May 21, 2020.

Number of seminars given: 48

Number of participants: 680

Number of seminar attendances: 4,640

Concerning IP rights, training seminars have been organised by the Technology Transfer Office (OTRI) of UCLM in the areas of introduction to Intellectual and Industrial property rights (65 attendees), software and computer IP protection (66 attendees), biotechnological patents and inventions (29 attendees) and IP management (Know-how, licenses, industrial secrets, confidential information, technology transfer, etc.) (75 attendees).



<p><b>A16 Improve information flow</b> to the University community by the Centralisation of the information in easily accessible websites, and perform special communication events in those items that were found to be less familiar. Organize and centralize dispersed information in the UCLM's website. a) Technology transfer b) IP c) Outreach d) Training offers e) Project management f) Etc. Perform special communication events regarding: a) IP b) Complaints appeals c) Postdoctoral appointments</p>	<p>3. Professional responsibility</p> <p>7. Good practice in research</p> <p>8. Dissemination, exploitation of results</p> <p>10. Non-discrimination</p> <p>24. Working conditions</p> <p>28. Career development</p> <p>30. Access to career advice</p> <p>31. Intellectual</p>	<p>1Q 2020- 3Q 2020</p>	<p>General Secretary</p>	<ul style="list-style-type: none"> <li>• Website updated.</li> <li>• Special communication events performed</li> </ul>	<p>EXTENDED</p>	<p>This action has been completed and extended.</p> <p>UCLM's website has been modified (<a href="https://www.uclm.es/">https://www.uclm.es/</a>)</p> <p>Training events have been organized as online seminars in IP protection, software etc.</p> <ul style="list-style-type: none"> <li>• The new HRS4R Research website: <a href="https://www.uclm.es/misiones/investigacion/hrs4r">https://www.uclm.es/misiones/investigacion/hrs4r</a> provides updated links with complete, unified and organized information concerning any topic regarding research, both: 1) codes and rules, guides, services,.etc. and 2) Actively promoting the knowledge about the website: Announcement in the general UCLM website, include in welcome guide.</li> </ul> <p>There are actions for awareness and communication to publicize the regulations, initiatives guidelines and other actions planned for 4Q 2021.</p>
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Property  
Rights

32. Co-  
authorship

33. Teaching

34.  
Complaints/  
appeals

35.  
Participation  
in decision-  
making  
bodies

36. Relation  
with  
supervisors

37.  
Supervision  
and  
managerial  
duties

38.  
Continuing





Professional Development

39. Access to research training and continuous development

40. Supervision

<p><b>A17. Write a welcome manual linked to the UCLM’s welcome plan.</b> It will include information about:</p> <ul style="list-style-type: none"> <li>a) Recruiting, performance assessment, and HRS4R strategy</li> <li>b) Participation of the different professional profiles in the governing and decision-making bodies of UCLM</li> <li>c) Complaints mechanism and functions of the University Ombudsman</li> <li>d) Ethical aspects</li> <li>e) Anti-plagiarism software</li> <li>f) Intellectual properties guidelines</li> </ul>	<p>13. Recruitment (Code)</p> <p>24. Working conditions</p> <p>27. Gender balance</p> <p>28. Career development</p> <p>30. Access to career advice</p>	<p>1Q 2020 - 3Q 2020</p>	<p>Vice-Chancellor’s Office for Research and Scientific Policy /General Secretary / Human Resources Unit</p>	<ul style="list-style-type: none"> <li>• Welcome manual published</li> <li>• Centralised repository of training activities generated at UCLM</li> </ul>	<p>COMPLETED</p>	<p>The manual is published in Spanish and English (<a href="https://www.uclm.es/Misiones/Investigacion/HRS4R/Presentacion-HRS4R">https://www.uclm.es/Misiones/Investigacion/HRS4R/Presentacion-HRS4R</a>) and includes all the information concerning the procedures, rules, policies, and resources available for the correct development of the research career at UCLM.</p> <p>The information provided will be updated periodically.</p>
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|--|---|
| g) Co-authorship, co-direction normative, etc.   | 31. Intellectual Property Rights            |
| h) Professional attitude and description of the existing support systems for project management                          | 32. Co-authorship                           |
| i) Security and risk prevention issues; workplace health, also including insurance procedures for international mobility | 33. Teaching                                |
| j) Personal and professional life balance measures, nondiscrimination and gender policies.                               | 34. Complains/ appeals                      |
|  | 35. Participation in decision-making bodies |
|  | 36. Relation with supervisors               |
|  | 37. Supervision and managerial duties       |

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

<p><b>NEW ACTION A18. To write and implement a norm of governance of research institutes for conferring independence in their management, increasing their autonomy.</b></p>	<p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p> <p>40. Supervision</p> <p>2. Ethical principles</p> <p>23. Research environment</p> <p>35. Participation in decision-making bodies</p> <p>37. Supervision and</p>	<p>3Q 2021-4Q 2021</p>	<p>Vice-chancellor's Office for Scientific Policy</p>	<ul style="list-style-type: none"> <li>• New norm of governance published</li> </ul>	<p>NEW ACTION</p>	<p>This action will address aspects such as the management structure, the evaluation system and the criteria to assure their international excellence.</p>
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	managerial duties					
<b>NEW ACTION A19. To foster action A9 with the definition of a procedure and ethical committee to approach disputes between researchers.</b>	2. Ethical principles 34. Complains /Appeals	1Q 2022- 4Q 2022	Vice-chancellor's Office for Scientific Policy	<ul style="list-style-type: none"> <li>• Minutes of sessions of the committee</li> <li>• Annual activity report issued by the committee</li> </ul>	NEW ACTION	This committee will endeavour to solve any disputes between researchers, in the shape of an arbitration and mediation commission.
<b>NEW ACTION A20. Perform a study of the staff and PIs to identify the research groups that will require generational renewal in the next 3-5 years.</b>	20. Seniority 25. Stability and permanence of employment 28. Career development	4Q 2022	Vice-chancellor's Office for Scientific Policy	<ul style="list-style-type: none"> <li>• Report and study elaborated and published.</li> </ul>	NEW ACTION	Recommendations will be made to ensure the leadership of future PIs, such as providing specific training on managerial abilities for the junior leaders, or for finding an external replacement for the main leaders. The new norm of governance for research groups will have to be observed for this action.
<b>NEW ACTION A21. Impulse the professional career of R3 researchers by providing them with training for Ph.D. thesis supervision.</b>	28. Career development 36. Relation with supervisors	2Q 2022	Vice-chancellor's Office for Scientific Policy	<ul style="list-style-type: none"> <li>• Training courses organised.</li> <li>• Report on the courses and actions taken.</li> </ul>	NEW ACTION	The organisation of these training courses will be done by the International Doctorate School, which is embedded within the Vice-chancellor's Office for Scientific Policy.



Universidad de Castilla-La Mancha

39. Access to  
research  
training and  
continuous  
development

40.  
Supervision



**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.**

Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

URL \*:

<https://www.uclm.es/misiones/investigacion/hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Our university will use the Open, Transparent and Merit-Based Recruitment Toolkit implementing the following six actions:

**AO1. Publish on line a guide of UCLM's OTM-R policies in English and Spanish and use international job offering platforms for attracting foreign researchers.** In accordance with OTMR principles Nº 1, 2, 6, 7, 9 and 19; to be implemented on 2-3 Q 2019, by Vice-Chancellor's Office for Research and Scientific Policy / Human Resources Unit. Indicators expected are:

- Publish contents on Website
- Translate job offerings to English
- Publish the job offers at EURAXESS
- Number of international students applying for open positions
- Perform a survey among researchers to identify improvement areas for attracting foreign researchers
- Design measures for talent attraction

**AO2. Improve the existing centralized job portal to monitor the suitability of the candidates and the direct communication of the selection process and feedback to the candidates.** In accordance with OTMR principle Nº 4, 10, 20, 21; to be implemented on 3-4 Q 2019 by Vice-Chancellor's Office for Research and Scientific Policy / Human Resources Unit. Indicators expected are:

- Update existing website
- Number of calls published
- Number of offers received
- Study the scientific profile of researchers that were incorporated to UCLM
- Analyse the results of the study
- Design indicators based in the detected Gaps detected in the study
- Include a protocol for providing feedback for the interviewees.

**AO3. Design protocols for job offer writing and distribution.** In accordance with OTMR principle Nº 11, 12, 13, to be implemented on 4 Q 2019 by Vice-Chancellor's Office for Research and Scientific Policy /Human Resources Unit. Indicators expected are:

- Write protocol
- Number of candidates that applied from EURAXESS

**AO4. Adequate UCLM's OTMR policies for attracting women.** In accordance with OTMR principle Nº 8, 18; to be implemented on 4Q 2019 by Vice-Chancellor's Office for Students and Social Responsibility. Indicators expected are:

- Publication of UCLM's equality plan
- Number of women incorporated.
- Perform statistics of the composition of the committees.

**AO5. Design of an OTMR training course.** In accordance with OTMR principle Nº 3, to be implemented on 1Q 2020 by Human Resources Unit. Indicators expected are:

- Course designed
- Number of staff following training in OTM-R

**AO6. Design of on-line survey for controlling the quality of the implementation.** In accordance with OTMR principle Nº 5, 23, to be implemented on 1Q 2022 by Human Resources Unit. Indicators expected are:

- Design the survey
- Launch the survey
- Analyse results
- Design a procedure to increase the awareness of the OTM-R criteria

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

We have been working on the development of a written OTM-R Institutional Policy, which includes the requirements covered in the Checklist. Most of them are already in place completely or substantially, included in the **"REGULATION FOR THE SELECTION PROCESS OF RESEARCH STAFF AT UCLM"** that is waiting for its approval by the Governing Council of the university.

**Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.**

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

<https://www.uclm.es/Misiones/Investigacion/HRS4R/Contratacion-y-empleo>

## 4. IMPLEMENTATION (MAX. 1 PAGE)

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General overview of the implementation process: (max. 1000 words).

The beginning of the implementation was led by a working group who impulsed the kick-off and many materials. After one year and a half of the implementation period, there were elections at the university. This affected the composition of the Steering Committee (SC) and the Implementation Working Group (IGW), changing the appointment of the Vice-Chancellor for Scientific Policy (formerly denominated Vice-Chancellor for Research and Scientific Policy). However, the commitment and resources dedicated did not affect negatively the development of the Action Plan.

The SC and IWG were reconfigured but the support offered by a) a team of external consultants, who served as project leaders among the IWG and teams, and b) by the researchers who were part of the specific working groups, was maintained.

### Specific Working Teams (SWTs)

Responsible for the general definition and development of the actions described in the Action Plan, SWTs are composed by researchers at different levels of their careers and management staff, specifically appointed in each SWT.

### OTM-R Specific Working Team

In a first stage, the Specific Team on Good Practices in Research analysed the current selection procedures concerning predoctoral and postdoctoral positions funded by UCLM as well as selection procedures related to research staff hired within externally funded research projects. The IWG wrote a draft for the new norm and Internal Guidelines for the three selection procedures, as well as Guidelines for applicants and for internal research staff and other tools addressed to improve our selection and recruitment procedures. These drafts are still pending approval by the Governing Board of the university.

### HRS4R WEB PAGE.

A complete website is addressed to facilitate researchers and research managers the access to relevant institutional documents and websites concerning C&C principles. This website is available in Spanish and partially in English, as it is currently being translated (<https://www.uclm.es/misiones/investigacion/hrs4r> )

### AWARENESS ON HRS4R

The main goal is to involve the UCLM community into the HRS4R, and increase the number of researchers and research managers who are aware of the C&C principles and OTM-R procedures and their implementation at UCLM. For this, some actions were planned but unfortunately have not been set up yet, as most in-person activities have been reduced following COVID restrictions.



## RECRUITING

Effective recruitment and selection procedures are key in attracting and retaining high quality staff. For recruitment and selection procedures to be effective, it is essential that they are fair, rigorous and transparent, and it is the Policy of UCLM to ensure that the best candidate for the job is selected.

As the selection process for permanent staff is strictly regulated by law, the working group revised the recruitment and selection procedures for non-permanent researchers. The discussion of the OTM-R guidelines and templates has been especially useful to better understand the level of implementation, and to draw the roadmap for the coming years. During 2019-2020, several processes concerning recruitment and selection have been modified. The main issues are the writing of the **“REGULATION FOR THE SELECTION PROCESS OF RESEARCH STAFF AT UCLM”**. This policy is expected to render results and conclusions during 2021. One evident result, amongst others, will be the increase in the number of job positions internationally advertised.

## CAREER DEVELOPMENT

Researchers' career paths have changed dramatically in the last years, becoming much more complex. By providing tools and counselling, UCLM can support talented researchers to be ready for seeking opportunities either in Castilla-La Mancha, Spain, Europe or elsewhere, in academia, industry or research management positions. UCLM's mentoring program will play a key role in this aspect.

## TRAINING

A list of practical seminars, workshops and courses are being structured focused on R1 and R2 researchers, and will be subsequently extended to R3 and R4 researchers (mainly training R3-R4 to develop and refine supervisory and leadership skills). As a pilot experience, some new courses and seminars will be delivered in 4Q 2021.

Make sure you also cover all the aspects highlighted in the checklist below:

How have you prepared the internal review?

For the intermediate evaluation, the following actions were carried out:

- An "Intermediate Evaluation Commission" was created, consisting of the current IGW and a team of consultants.
- Once the "current situation map" was prepared, numerous online meetings (from March 2020 to February 2021) were held between the "Intermediate Evaluation Commission" to identify improvements in the current action plan and prepare the current intermediate evaluation.

- The "Intermediate Evaluation Commission" prepared the Internal Review Templates and the Steering Committee was informed and approved its content.

New actions to be added to the Action Plan at the intermediate evaluation have been discussed and agreed with the IWG and are in line with the Steering Committee new governing strategy.

How have you involved the research community, your main stakeholders, in the implementation process?

- Researchers are members of the HRS4R implementation work groups, and researchers and administrative staff are members of the OTM-R implementation working group.
- Some meetings have been organized in which researchers have actively participated. Members of Government Council of UCLM have been informed of the implementation process of HRS4R.
- Once the contents had been drawn up (e.g. welcome manual, recruitment policy, website, etc.) a group of volunteer researchers was convened to give their opinion on the work carried out, before the final documents were made public.
- In addition, a broad communication effort is being made at all levels of the organization to explain, make aware and involve the UCLM community.
- An electronic survey was sent in November 2020 to the research community participating in career development activities, in order to assess the level of knowledge on the HRS4R, obtaining more 80 responses.

Do you have an implementation committee and/or steering group regularly overseeing progress?

- The implementation working group (IWG) meets once a month. The online meetings are developed in an efficient way with an agenda of topics to be discussed and consensus notes on the decisions taken. In addition, a virtual folder is available to file meeting notes, working material, intermediate documents, and results.
- The IWG reports regularly to the Steering Committee (SC) as one of the IWG members is also a member of the SC (Dr. Antonio Mas López. Vice-Chancellor for Scientific Policy), in this case the governance team.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

Work is being currently done to include it in the next update of UCLM's strategic plan. There is also the commitment to implement it within the European Universities initiative (to be presented in 2021).

#### How is your organisation ensuring that the proposed actions are also being implemented?

On the one hand, the commitment to HRS4R is included in UCLM's new government program. On the other hand, there is a strong institutional commitment. Many people in key positions are sensitive to changes that must be implemented and are committed to their achievement.

Furthermore, to ensure the implementation of actions in a timely manner, efforts are made to allocate enough internal resources.

#### How are you monitoring progress?

The leadership and direction of the whole process is being headed by the Vice-chancellor for Scientific Policy and with full support of UCLM's Rector.

The monitoring is carried out by the team of consultants, which is responsible for monitoring the development of indicators.

Performance indicators chosen for each action are reviewed every six months, and reported to the Steering Committee, which takes corrective measures in case of deviation in time or scope.

#### How will you measure progress (indicators) in view of the next assessment?

Progress (indicators) for both previous and new actions will be measured through the university's own internal management process, performing an overall assessment and monitoring in the sessions held by different committees and, in particular, using different methods:

- For those actions whose indicator consists of a tangible product (e.g. to approve some new norm, to create a committee, to organise an event), the IWG and SC will verify that the product has been made and that its result (the new norm, the composition of the committees, the registration to the event) is published on our dedicated website, together with all the evidence thereof.
- For those actions whose object is to reform processes, to enhance quality or to improve researchers' rights and opportunities, other additional measurements will be performed, such as surveys or interviews with stakeholders and final users (mainly researchers) in all stages (R1-R4), as applicable.



**How do you expect to prepare for the external review?**

The next evaluation will be conducted by the same members of the current “Internal Evaluation Committee”, with the help of the Working Group and reported to the Steering Committee.

This will be carried out by reviewing the progress of the Project in accordance to the commitments of the Action Plan, the review of indicators’ reports, and compliance with roadmaps for each action.

With this, an interim report after 12 months of activity will be drafted and a final report matching with the 5th year will be prepared, as is set in the new procedures. For these reports the evaluation templates available in Euraxess website will be used.

In addition, an evaluator from Euraxess will perform a pre-evaluation to prepare the UCLM for the onsite evaluation.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

*Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment*