Important message to institutions:

Onsite visits are resumed starting 1 September 2022

The broad lifting of the COVID-19 related travel limitations, allow us to cautiously resume the onsite visits. All site visits scheduled to take place after <u>1 September</u>, will be organized under the normal onsite configuration.

Please note that after 1 September the virtual formula for "remote" site visits, will not be in place anymore.

Internal Review

Case number: 2018ES340886
Name Organisation under review: UNIVERSIDAD REY JUAN CARLOS (URJC)
Organisation's contact details: calle tulipán s/n, Móstoles, 28933
Submission date to the European Commission: 22/07/2022

1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2895
Of whom are international (i.e. foreign nationality) *	138
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	368

STAFF & STUDENTS	FTE
Of whom are women *	922
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1594
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	140
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1161
Total number of students (if relevant) *	43731
Total number of staff (including management, administrative, teaching and research staff) *	3242

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	190056088
Annual organisational direct government funding (designated for research)	17398447
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13818032
Annual funding from private, non-government sources, designated for research	2691637

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Rey Juan Carlos University (URJC) is a young public university with several campuses in the greater Madrid area, whose mission is to foster innovative research and high-quality education in one of Spain's fastest-growing regions. URJC has managed to grow up to almost 45,000 students and nearly 2,500 lecturers, being currently the second largest among the six public Universities in Madrid in terms of students. URJC has a strong international projection, with an academic community comprising 3,500 foreigners from 60 countries.

European Projects Office (EPO)

URJC established in 2013 a European Projects Office (EPO) to strengthen the participation in international research activities. EPO collaborates in two main ways: on one hand attending and handling both administrative and financial issues from the different projects and actions, and on the other hand assisting the researchers and the projects/actions individually by providing support in different tasks regarding, inter alia, Technology Transfer, IP management and support, Open Access, and Technology Watch. The EPO has a staff with a technical and financial background, and skills to develop the above-described activities. Additionally, the EPO has a delegation in Brussels whose primary mission is to serve as liaison and interface between researchers and the European institutions.

Since 2016, URJC has been involved in more than 100 European (72 that included 24 Erasmus+ projects) and international projects (28 projects) with a total of EU funding up to about € 16,7 MM (including two Starting Grants, two Consolidator Grants and two Proofs of Concept from ERC), of which 44 belong to the H2020 Programme and 4 to the Horizon Europe Programme. URJC has actively participated in the Marie Sklodoswska Curie Actions, both acting as hosting institution for researchers, and participating in Individual Fellowships (now Postdoctoral Fellowship) actions.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*   ⌄

Strengths and Weaknesses (Initial Phase)

Strengths

Ethics and freedom of research: The URJC statutes provide that researchers benefit from the freedom of research, within the framework of ethical practices and principles. URJC has a Vice-Rector for Quality, Ethics and Good Governance, an Ethical Code, and an Ethical Committee.

Anti-plagiarism: All Master's Thesis and Final Degree Projects are examined under the Unicheck anti-plagiarism software.

Intellectual property: URJC has an Intellectual Protection norm. The doctoral school provides transversal courses on initiation to intellectual property rights. There is an OTRI's Action Plan. One of its actions is to provide support to the University's entrepreneurship for creating Technology Based Companies (TBC). The International Doctoral School offers courses for entrepreneurs and training sessions in technology transfer for predoctoral researchers.

Accountability: The European Projects Office helps in the preparation and management of international projects. The economic justification of the projects is done on time and their financial management is correct. URJC continuous development plan offers researchers training on economic justification of projects. The Innovation and Transfer Unit (CINTTEC) provides support in the knowledge transfer in: i) Projects, Contracts and Agreements of R + D + i, ii) Innovation, iii) Intellectual and Industrial Property, iv) Creation of Spin Offs based on technology or Knowledge, v) URJC's Technological and Research offers, etc.

Protection: A new Plan of Prevention of Occupational Risks will be approved shortly. The Occupational Risk Prevention and Safety Service is responsible for compliance with the Law on Prevention of Occupational Risks and the Regulation of the Prevention Protocols. URJC meets the organic law for the protection of personal data. Collaboration agreements with companies include clauses on data protection and confidentiality. Computer accidents are avoided by periodic backup copies and access to storage in the cloud (One drive).

Outreach: The URJC's UCC + i is responsible for the preparation and management of news, interviews, etc. on the results of URJC's research activity. It belongs to the UCC + i Network of the Spanish Foundation for Science and Technology (FECYT). The UCC + i has its own website, and is present on social networks: URJC has a Scientific Dissemination awards call, as well as radio and TV channels. The dissemination activity is coordinated by the Communication VR and has numerous collaboration agreements with local media channels.

Evaluation: Researchers funded by external organisms have their own annual evaluation procedures. The URJC's self-funded Programme incentivises research (through an economic supplement) and recognises the research activity, pricing active "sexenios of research" publications with URJC affiliation, etc. Docentia software values the teaching activity of professors. The global evaluation results are displayed in the transparency portal.

Weaknesses

The Occupational Risk Prevention Plan has not yet been implemented.

Researchers are not familiar with the Intellectual Property Norms or CINTTEC.

There is a shared feeling that many opportunities to participate in projects or for technology transfer are lost due to the lack of knowledge of the possible synergies or research capabilities of other groups within URJC.

There is no evaluation procedure for the researchers funded by research projects.

Strengths and Weaknesses (Interim Assessment)

The **strengths** identified in the initial phase remain. Furthermore, the actions implemented under the Action Plan (see below "Remarks") have firmly contributed to further empower these strengths. For instance, the new Manual on Best Practices in Research ensures that researchers have a reference only document with all the information relevant to the performance of their research activities (formulation and development of the research project, how to approach the research activity depending on the type of research (involving human beings, research on animals, research with potentially hazardous biological agents or genetically modified organisms), sustainable research, peer reviews, conflicts of interest, authorship, publication and dissemination of research results, intellectual and industrial property, open science and open access, data protection, the gender perspective in research activities, and research malpractice. Furthermore, the inclusion of the special needs of people with disabilities and special education needs has been included.) In addition, there is a new evaluation procedure for R2 researchers allocated to research projects, thus contributing to ensuring that all researchers at URJC are subject to evaluation procedures.

Other strenghts identified in this interim assessment are:

- The approval of the new Equality Plan.

- The creation of a Sexual and Cultural-ethnic Diversity Unit (https://www.urjc.es/todas-las-noticias-de-actualidad/7400-la-urjc-crea-la-primera-unidad-de-diversidad-de-las-universidades-madrilenas).

- The publication of a specific Occupational Risk Prevention Guidance for researchers in addition to the General Occupational Risk Prevention Plan.

As for the **weaknesses** identified in the initial phase, these have been counterbalanced with the actions implemented uner the Action Plan (see below "Remarks"). At this interim assessment phase, an area of improvement is the implementation of the evaluation procedure in a more transparent and generalised way, allowing the identification and retention of the best scientific talent to increase the number of R2 researchers working at URJC.

Remarks (max 500 words)

Occupational risk prevention plan: to overcome this weakness, four initiatives were carried out:

1. Writing, approval and publication of the URJC's Occupational Risk Prevention Plan

2. Drafting and publication of the Preventive Guide for Teaching and Research Staff (PDI) and Staff allocated to URJC Research Projects (PPI). This document was published in April 2022 and is available in the HRS4R website, both in Spanish and in English

3. Digitalisation of the annexes of PAPRL-013-SPRL (Procedure for the integration of prevention in research activities) and pilot program to test the electronic form, assess its effectiveness, and examine the results. Presently the results of the pilot study are being analysed.

4. Training courses on Occupational Risk Prevention. 337 members of the URJC's staff received training in aspects related with security and risk prevention: firefighting (32), management of biological risks (25), management of chemical risks (16), occupational risks prevention (145), first aid (66), and ergonomics (53)

Discover research synergies between research groups. Representatives of 48 research groups answered a short survey and were interviewed to address their research interests. The data was analysed using various software approaches for presenting graphically their degree of research convergence. A prototype of the map of the research interest convergence of these 48 URJC´s research groups is shown at https://www.urjc.es/images/hrs4r/prototipo_v1.html

Evaluation procedure. An Evaluation Program was designed between the last quarter of 2021 and the first quarter of 2022. It consists in 1) a self-evaluation of the researcher, and 2) the evaluation of the researcher by his/her supervisor (principal researcher, PI). Depending on the duration of the contract, these evaluations will be performed in different moments. For instance, if the researcher has been hired for 1 year, the first evaluation will take place after the first six months and the final

evaluation before the expiration date of the contract; meanwhile, if the project lasts 2 years, there will be an evaluation six months after the beginning of the contract, a second evaluation 1 year through the contract and a final evaluation. The evaluation criteria have also been designed. In April 2022 a pilot program was launched.

Manual on Best Practices in Research. The Manual gathers all the relevant information for researchers in the following topics: formulation and development of the research project, how to approach the research activity depending on the type of research (involving human beings, research on animals, research with potentially hazardous biological agents or genetically modified organisms), sustainable research, peer reviews, conflicts of interest, authorship, publication and dissemination of research results, intellectual and industrial property, open science and open access, data protection, the gender perspective in research activities, and research malpractice. Furthermore, the inclusion of the special needs of people with disabilities and special education needs has been included. Thus, it serves as reference only document, contributing to shed light and guidance into these topics avoiding that researchers have to resort to different sources to get the necessary information in these areas. In February 2022, a first draft of the Manual was submitted for revision by the Technical Secretariat and the Vice-rectorate of Innovation, Transference and Business Relations. After the first revision, a second version of the Manual was presented for approval in April 2022 and by May 2022 the Manual was approved. The Manual on Best Practices in Research is published in the HRS4R website, both in English and Spanish. In addition, the URJC's Code of Ethics was written and approved in September 2019. Furthermore, the operating procedures of the URJC's Committee of Ethics were approved in January 2020.

The weakness identified in the initial phase "researchers are not familiar with the Intellectual Property Norms or CINTTEC" has been counterbalanced not only through the Manual on Best Practices in Research, but also through training courses (see Actions 8+14 and "Training and development" below).

Recruitment and selection* ⌄

Strengths and Weaknesses (Initial Phase)

Strengths

A new recruitment service for research personnel is currently being designed. It will be independent and will provide service to all researchers. New processes and procedures will be established, and new staff will be provided.

Procedures for the recruitment of researchers funded by research projects are published, where the recruiting procedure is described.

The job calls for researchers are posted on the URJC job offer website and are also published in Madrid's Regional government technical job offer pages (but with few exceptions, are not published in EURAXESS).

The call includes:

- The needed requirements in each call for the evaluation of the candidate.
- The activities that the contracted candidate will develop.
- The number of business days in which candidates can submit applications.
- The gross monthly amount to be received by the worker.
- Start and end date of the contract and the possibility of extension.
- Full-time / part-time dedication.
- Valuation Commission: includes the names of two of the components of this Committee (full members and substitutes); President, Secretary and the researcher who signs the application, who will act as a Member.
- Scales: indicates the title of the scale, a description and its score.
- Personal interviews.
- Objective tests, Minimum score required.

An online platform is provided for documents' presentation and the follow-up of each recruitment process.

A Committee of three persons is involved in the selection process for the PPI. The committee for PDI selection involves five members.

The merits and scale are clearly established within the call. Interruptions in the professional career are not penalised. Mobility experiences are valued at all the phases of the professional career. URJC guarantees the appropriate assessment and evaluation of academic and professional qualifications, including unofficial ones, especially in international mobility. The qualification levels required by URJC for the description of a position are aligned with the needs of the position. Candidate's age is not conceived as an obstacle for being selected.

URJC promotes mobility experiences (both inside and outside URJC). The future self-funded research programme will include international mobility actions.

In some cases, the final score is obtained by considering 70% of the CV and 30% of the interview.

A provisional list of candidates admitted and excluded from the public call for the recruitment of PDI and PPI are published on the URJC job website.

Postdoctoral researchers are included both in the PDI and the PPI scales. No actions for the recruitment of R2 researchers are included in the URJC self-funded program. Nevertheless, URJC co-funds calls for R2 researchers released from the Regional Government of Madrid. In any case, the term of the contract is included in the call.

Weaknesses

The current recruitment process does not explicitly foster the incorporation of unfavoured researchers.

All the documentation is presented in Spanish, except for the announcements of calls for international projects.

There is no reception protocol for foreign researchers.

Selection committees are not gender balanced.

The calls don't include information about professional career options, creativity or the independence of management abilities or mobility experiences

Strengths and Weaknesses (Interim Assessment)

The **strengths** identified in the initial phase remain. Further strengths identified in this interim assessment are:

- A specific recruitment service for research personnel has been designed.

- The regulatory bases of the procedure to hire researchers have been updated

As for the **weaknesses** identified in the initial phase, some remain:

- The job calls are not yet published in bilingual versions.

- Furthermore, making it easier for researchers to use international platforms (such as Euraxess) for the publication of job offers remains a challenge. The creation of interactive, audio-visual tools to tackle the administrative shortcomings is highly recommended.

This interim assessment identifies as an area of improvement the need to allocate sufficient budget to strengthen the human resources structure to welcome and integrate researchers, both national and international, in the University. This budget is, however, limited by the limitations established by the General Budget State Law.

Remarks (max 500 words)

URJC's OTMR guidelines URJC determined to include several OTM-R proposals in the regulatory bases of researchers' job offers

- To indicate whether the job positions are susceptible to internationalisation: in this case, it is mandatory to translate the job offer into English and publish it in international portals such as Euraxess.

- Based on the qualifications required for the position, the nature of the position and the functions to be performed, the job offer should indicate the range of annual remuneration that will include social contributions, compensation for termination of the contract and the mandatory legal salary increases foreseen.

- Creation of an Evaluation Commission. With the aim of speeding up the selection processes, this Commission will have fixed and alternate members, respecting the principles of non-discrimination, gender balance and diverse expertise and competences established in the C&C.

- To ensure that all candidates have updated information on the recruitment processes (from the publication of the call for applications to the awarding of the position), automatic e-mails will be sent to candidates at the end of each phase of the process. Presently, this information is only released to selected candidates.

The Working Group was finishing the writing of a recruitment recommendations document. To ensure that calls for proposals are aligned with OTM-R principles and to adequate the recruitment procedures to the reform of the Spanish Labour law and the new Law of Science, the final version of this document has been postponed until the applicable legislative panorama is minimally defined. A draft of the recommendations is, however, available.

Publication of the salary scales. Salary scales were reviewed, and published int the URJC transparency portal: https://transparencia.urjc.es/.

English translation of URJC's documents is very advanced although not finished. To speed up the process a budget has been appointed by the URJC to fulfil the action. The order of translation of the documents was defined after their prioritisation in terms of their importance and immediate use.

Currently, URJC is updating the general University's webpage (https://www.urjc.es) and, although there is a specific webpage for the HRS4R Strategy: https://www.urjc.es/hrs4r, available both in Spanish and English, the translated version of some of these documents is not yet available to the research community. All the documents which have been translated are available in the HRS4R website. In addition, non-research technical staff is receiving training to improve the internationalisation of the University through language courses.

The Office for the reception of foreign researchers. A proposal was submitted to the Steering Committee for consideration. Its implementation is pending on the allocation of a specific budget and staff for this purpose. This action is foreseen to be implemented in the 2022/2023 academic year.

Working conditions* ⌄

Strengths and Weaknesses (Initial Phase)

Strengths

Working environment: URJC has infrastructures that offer research support services: the CAT and the REDLABU. A Transversal Strategic Plan for Infrastructures has been prepared, which includes funds' provision for the acquisition and maintenance / repair of buildings, and large and small equipments.

Mobility: Paid sabbaticals are granted. URJC participates in different mobility programmes and has signed numerous agreements with other universities to promote mobility. The self-funded Research Program also finances mobility actions for R1 and R2 researchers. URJC helps for congress attendance.

Stability and salaries: R1 researchers partially funded by the Regional Government of Madrid for 1 to 2 years are co-funded by URJC the following 1 or 2 years. URJC monitors that the remuneration of the research staff is above the minimum interprofessional salary.

Gender: Since 2015, the Observatory of Gender Equality of URJC performs the design, evaluation and promotion of equality policies, and the inclusion of a gender perspective in academic research and the promotion of gender studies, etc.

Career: The professional career of the PDI is driven by the accreditation to the different teaching figures of the ANECA. The visiting professor position has been standardised to other teaching categories. In addition, URJC promotes a programme to attract international talent (COFUND-MSCA). There is only one seminar offered by the International Doctoral School for predoctoral researchers.

Intellectual property and authorship: The regulation for the protection of the research results ensures that researchers benefit from the exploitation of their R & D through the protection of intellectual and industrial property rights and copyright. The International Doctoral School has a Code of Good Practice, where the co-authorship criteria are established.

Open access: There is a portal containing instructions and regulations to publish in Open Access. Working groups have been created to train and promote open publications: The Self-Funded Research Programme (under development) and The Faculties' Funds Open Publication.

Teaching: URJC allows junior researchers to teach in agreement with the department in which they are enrolled. The contract of R1 researchers limits the teaching load to 60 hours per year The research activity of URJC researchers is recognised through a reduction of teaching hours. The Docentia software is being modified to introduce qualitative criteria. Strategies are being developed to prevent teachers to lecture in different campuses.

Complaints: The Statutes of the URJC establish the figure of the Ombudsman. All the information to submit and process a complaint is available online. The VR of innovation and Research also mediates in these conflicts.

Representation: Researchers are represented in the Research Commission of URJC. Additionally, those persons the President considers of interest may attend as guests, with voice but without vote.

Weaknesses

Given the geographic dispersion of the 4 campuses, teachers spend too much time traveling between campuses to meet their teaching duties.

There is a lack of information about the mobility options and the researcher's career options or about the University norms. No recommendations for teleworking are established. The Occupational Risk Prevention Plan has not yet been implemented.

Strengths and Weaknesses (Interim Assessment)

The **strengths** identified in the initial phase remain. Furthermore, the actions implemented under the Action Plan (see below "Remarks") have firmly contributed to further empower these strengths.

Strenghts identified in this interim assessment are:

- The approval of the new Equality Plan.

- The creation of a Sexual and Cultural-ethnic Diversity Unit (https://www.urjc.es/todas-las-noticias-de-actualidad/7400-la-urjc-crea-la-primera-unidad-de-diversidad-de-las-universidades-madrilenas).

- The publication of a specific Occupational Risk Prevention Guidance for researchers in addition to the General Occupational Risk Prevention Plan. This action has been accompanied by a pilot project to digitalise the required documents to fill in the initial Occupational Risk Prevention Assement. This allows to identify potential risks at an early stage and adopt the necessary measures to prevent them.

- International salary references have been integrated in the URJC's Transparency Portal together with the national and regional references to ensure the transparency of information on salary scales.

As for the **weaknesses** identified in the initial phase, these have been counterbalanced with the actions implemented under the Action Plan (see below "Remarks").

At this interim assessment stage, it is recommended that the pilot project on Occupational Risk Prevention is upgraded to formalise its general use by all researchers at the University. Furthermore, the creation of an Occupational Risk Prevention Committee is also suggested. The objective of this Committee will be to ensure that all research activities comply with the legal framework and, if need be, the implementation of correction measures. The functioning of this Committee will emulate the one of the Ethics Committee.

Remarks (max 500 words)

Teleworking. The experience during the COVID-19 pandemic showed that not all research areas are consistent with teleworking since many projects require on site interactions to meet and achieve their objectives. Therefore, the Working Group considered that general teleworking guidelines were not applicable to all the University, and this action should be limited to the writing of a non-binding document for the project's PI that will: (i)assess the circumstances under which teleworking should take place, and (ii) provide recommendations to evaluate whether the project could be carried out remotely (or partly remotely and partly on-site). Therefore, the PI decides whether teleworking is suitable for each case. Also, teleworking must be adjusted to the new legislation on telework (Article 47 bis.5 Royal Legislative Decree 5/2015, of October 30, approving the Consolidated Text of the law of the Basic Statute of the Public Employee Law 10/2021, of July 9, on remote work) and to the internal regulation. Recommendations for PI's have been drafted and published in the HRS4R website. Their translation and publication will be available as of September 2022.

Academic rearrangement plan. This action is intimately related with the URJC's Teaching Reorganisation Plan. Currently, a first execution phase has allowed the improvement and specialisation of a unique academic offer in the Aranjuez Campus, accompanied by a significant reduction in faculty mobility. An additional ongoing measure for the full implementation of this action is the systematic and orderly reduction of the number of students per classroom. Although this measure is not directly related to the mobility of the teaching and research staff (PDI), it does lighten the teaching load on the part of the teaching staff, freeing up time in favour of research activities. Moreover, to align these two circumstances, periodic studies of the evolution of the students' number and academic offer were done.

Improve mobility actions for researchers: to fulfil this action, the Working Group has written a document describing all the available mobility actions, with their objectives and characteristics, providing a higher visibility to the URJC self-funded actions.

Welcome guidelines. Guidelines were amended and set for approval by April 2022. They were published and translated into English in June 2022.

Training and development* ⌃

Strengths and Weaknesses (Initial Phase)

Strengths

Supervision: The R1 researchers hired on a project basis and the R2 researchers are supervised and guided by the principal investigator who hires them. The supervision mechanisms for R1 or R2 researchers is established by its funding entity (regional, national, international). The doctorate school has a Manual of Good Research Practices. The Norm of the International Doctoral School of URJC defines the rights and duties of the doctoral student. To the best of their ability, senior researchers fulfill their role as supervisors, mentors, and professional counselors; they create a positive relationship with the junior researchers, intuitively and without any programme to guide, train, or evaluate these roles. R1 researchers are supervised according to the regulations of the doctoral school.

Training: The Vice-Rectorate for Digitalisation and Internationalisation is responsible for: i) Planning, developing, coordinating and evaluating all the activities of the Centre for Innovation in Digital Education: URJC online; ii) Offering resources to support teaching in face-to-face, blended and distance modalities, as well as open learning, through eLearning environments such as Virtual Classroom or URJCx, etc. English courses for the PDI are provided. There is no formal teacher's training plan, although there are training courses.

The International Doctoratal School provides a high number of courses such as: Workshop Introduction to Doctoral Studies, How to do a doctoral thesis, Course on Scientific Search of Information, How to organise, present and defend your doctoral thesis, etc.

Continuous development: There is a teaching staff unit, which coordinates the teachers' Integral Training and Innovation Plan. URJC provides a plan for continuous development and teaching innovation, and courses of initiation to research projects.

Weaknesses

All R1 or R2 are supervised by their PIs. However, there is no homogeneity regarding the periodicity of the follow-up meetings for sharing the results and providing feedback.

There is no consensus opinion regarding the level of supervision received by young researchers.

The mentoring activity is not developed in URJC's professional development strategy.

Although the International Doctoral School offers a wide range of training, it does not include enough information on job offers/career development.

No up-to-date soft-skills training is offered.

Strengths and Weaknesses (Interim Assessment)

The **strengths** identified in the initial phase remain. Furthermore, the actions implemented under the Action Plan (see below "Remarks") have firmly contributed to further empower these strengths.

As for the **weaknesses** identified in the initial phase, these have been counterbalanced with the actions implemented under the Action Plan (see below "Remarks").

At this interim assessment stage it is recommended that the actions on training and professional career development include the following:

- Specific training courses in the soft skills area based on the priorities identified in the survey carried out under Action 14. Such courses should be available for all levels of researchers (R1-R4). In addition, specic emphasis will be given to the transversal issues considered under EU research and innovation programmes: gender perspective, sustainability and open access.

- Specific workshops and training activities for R1 researchers to inform them on the possibilities and alternatives to develop their professional careers outside the academia, helping them to access these other opportunities.

It is also suggested that the EURICLEA pilot mentoring programme is upscaled so all those researchers who wish to access and participate can do so. Furthermore, including mentors from outside the academia is also a new action that could be implemented to improve the mentoring programme.

Remarks (max 500 words)

Training The training sub actions defined by the Working Group were: 1) Offer training on professional orientation.2) Offer training on soft skills. In February 2022, a survey was created to assess the researcher's needs for soft skills training. In March 2022, a pilot of the survey was launched among the members of the advisory group that helped in the development of the URJC's Training Plan for Teaching and Research Staff. The objectives of the Plan are: (i) to facilitate and promote the professional development of the University's teaching and research staff (PDI) by proposing a customised training environment with different training itineraries; and (ii) to acquire and update their technical-pedagogical, research and academic management skills adapted to their needs. This advisory group is integrated by 18 researchers of different levels (R2-R4) and different areas of expertise. The results of the survey have been taken into consideration and a new training module on soft skills has been included in the URJC's 2022-2023 Training Plan for the Teaching and Research Staff. The 2021 Training Plan for Researchers and Teachers is published at https://www.urjc.es/hrs4r-ing/documents-and-links#urjc-websites-documents-and-links.

Mentoring: The EURICLEA Mentoring Programme was launched in February 2022, and it will run until December 2022.

Its main objective is to support researchers at early stages of their research career (R2) through the experience of highly qualified mentors (R4) with extensive experience in the academic-research environment.

The specific objectives of the EURICLEA program are: 1. To inform about career options. 2. To facilitate professional development. 3. To develop professional relationships. 4. Cultivate individual career plans. 5. Improve leadership skills. 6. Provide peer-to-peer support, sharing knowledge and experiences. The Manual used by mentees and mentors within the EURICLEA Program is published at https://www.urjc.es/hrs4r-ing/documents-and-links#urjc-websites-documents-and-links.

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

In general terms, no priorities within the HRS4R's action plan implementation changed during these latest years. In fact, the implementation of the HRS4R Award is included as a sub action in the URJC's Strategic Plan 2020-2025, which establishes the 10 key strategic axis which categorize and define an order to organise the University's activities. In addition, the EPO (in charge of the management and execution of the project) was engaged in the initial accreditation of the HRS4R in 2020, and understands the actions and processes associated with this implementation. Furthermore, almost all the government team of the URJC, represented through its different Vice-rectorates and the administrative staff, as well as URJC's researchers, were involved in the different phases of the implementation plan contributing to its execution. A Steering Committee was appointed to monitor the implementation of the Action Plan and to ensure the timely delivery and completion of the actions.

Nevertheless, some events affected to the implementation rate of this project as will be discussed in the next section.

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)

Several events have influenced the implementation rate of the HRS4R Action Plan:

- **Institutional changes** which have involved, inter alia, the renewal of the governing team in the Vice-Rectorate for Innovation and Transference (which is currently the Vice-rectorate for Innovation, Transference and Business Relations).
- **Legislative changes**: Law of Science and labour reform law. Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, to guarantee employment stability and the transformation of the labour market (hereinafter Labour Reform), has meant a profound change for labour relations in the country including, inter alia, the repeal of temporary contracts for work and services (*contratos de obra y servicios*). It is proving to be a considerable challenge for all institutions and entities using these types of contracts and, in particular, for Public Universities which have traditionally used them to hire researchers to carry out research projects limited in time and duration. This Labour Reform prevents to continue formalising temporary contracts after March 30, 2022. This legal gap has been partially solved by Royal Decree-Law 8/2022 that adopted urgent measures in the field of labour contracting in the Spanish Science, Technology and Innovation System. Among the adopted measures, Article 23 BIS was included in the current law of Science enabling the formalisation of indefinite-term contracts aimed at developing projects and lines of research that are financed by private funds. Temporary contracts can still be formalised when projects are financed by European public funds or within the scope of the Recovery, Transformation and Resilience Plan. This Royal Decree will be replaced by the new Law of Science and the Organic law in Universities, which will definitively address this transitory situation. The new Law of Science is expected to be released in summer- autumn 2022.
- Delays/Slowdown of the implementation of the work due to the **COVID-19 pandemic**.

URJC remains aligned with the C&C and OTM-R philosophy to improve its competitivity for incorporating external talent to the institution.

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

Almost all the actions defined two years ago have been completed at the time of submission of this interim assessment. Nevertheless, the amendments to the Labour Law, the publication of the new Law of Science and the new Organic Law for Universities (as described above), may force to adopt strategic decisions that could influence the implementation of the actions related to the recruitment of researchers within the Action Plan.

To respond to this legal uncertainty and in accordance with the existing legal framework, the URJC's Governing Council approved on May 6, 2022, an internal regulation to address the repeal of temporary contracts for work and services. This regulation articulates a system for the processing and conclusion of indefinite-term contracts for research, technical and management staff in charge of research lines or scientific-technical services.

3. Actions

Please consult the <u>list of all actions</u> you have submitted as part of your HR strategy. Please add to the overview <u>the current status of these actions as well as the status of the indicators.</u> If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Proposed ACTIONS

Action 1

ACTION 1. ARRANGE MEETINGS FOR PRESENTING THE RESEARCH CAPABILITIES OF THE RESEARCHERS TO FIND SYNERGIES BETWEEN RESEARCH LINES AND FOSTER THE OCCURRENCE OF COMMON PROJECTS. For this purpose, URJC plans to: A) Complete the map of research capabilities that is currently on-going; B) Define the areas of knowledge with higher probability of synergy; C) Define the methodology, the periodicity of the meetings and the available resources; D) Launch the initiative and evaluate its performance.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results	Q4 2021	Vice-rector for Innovation, Transference and Business Relations	• Map of research capabilities published • At least 30 attendees to each meeting • At least 4 meetings annually • Evaluation Report (at least 60% satisfaction)

Current Status	Remarks
COMPLETED	Several meetings were held with the URJC most relevant research groups to explain this initiative. Representatives of 48 research groups answered a short survey to address their research interests. The data was analysed using various software approaches for presenting graphically their degree of research convergence. A prototype of the map of the research interest convergence of these 48 URJC´s research groups is shown at https://www.urjc.es/images/hrs4r/prototipo_v1.html.

Action 2

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Action 2

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 2. MOVING TOWARDS AN INSTITUTIONAL OTM-R POLICY To achieve this action (mainly to adapt the URJCs recruiting protocols to OTM-R) URJC will: A) Review the current recruiting procedures to include the C&C and OTM-R principles in all the job contracts managed by the University (researchers funded by research projects, self-funded programme, etc.); B) Include the new scores suggested by HRS4R in all the selection process (mention of professional career possibilities etc); C) Publish post-doctoral job offers on EURAXESS; D) Adapt the online job-offering platforms; E) Create templates and a recruiting guideline; F) Perform training seminars for employersInclude this information in the Welcome Manual and Welcome Workshop.	(+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (-/+) 18. Recognition of mobility experience (Code)	Q2 2020-Q2 2022	Vice-rector for Research Vice-rector for Innovation, Transference and Business Relations	• 100% of selection and contracting procedures follows new procedures C&C and OTM-R compliance • 100% of lists of candidates with scores published • 100% of offers posted on international portals (EURAXESS and others) • Online job offering platforms updated • Templates and recruiting guidelines available online • All researchers, especially those responsible for research recruitment, and all human resources personnel are trained in OTMR and C&C

Current Status	Remarks

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	A Working Group formed by 1 researcher who is also a member of the Vice-Rectorate for Innovation, Transference and Business Relations, and 4 members of the administrative staff was appointed to deal with the implementation of Actions 2, 5 and 7. This Working Group met on a bimonthly basis along years 2021 and 2022. Based on the short briefing on the OTM-R principles, a checklist was presented to the Working Group to determine the objectives to be achieved with Action 2. In November 2021, a follow-up meeting was held in which these working documents were discussed. It was determined to include the following proposals in the regulatory bases of the calls for the recruitment of researchers: - To indicate whether the job positions are susceptible to internationalisation: in this case, it is mandatory to translate the job offer into English and publish it on international portals such as Euraxess. - Based on the qualifications required for the position, the nature of the position and the functions to be performed, the calls for recruitment should indicate the range of annual remuneration that will include social contributions, compensation for termination of the contract and the mandatory legal salary increases foreseen. - Creation of an Evaluation Commission. With the aim of speeding up selection processes, this Commission will have fixed and alternate members, respecting the principles of non-discrimination, gender balance and diverse expertise and competences established by the C&C. It is proposed that the initial evaluation of candidates will be carried out by the PI of the project and forwarded to the Evaluation Commission for final approval. However, this latter proposal has not been taken up in the final recommendation's document (which has not yet been published, see below). - Likewise, to ensure that all candidates have updated information on the recruitment processes (from the publication of the call for applications to the awarding of the position), automatic e-mails will be sent to candidates at the end of each phase of the process. Presently, this information is only provided to selected candidates. The activities of this Working Group were affected by the new national regulatory framework mentioned above. The Working Group was in the process of finishing with the writing of a recruitment's recommendations document. To ensure that calls for proposals are aligned with OTM-R principles and to adequate recruitment procedures to the labour reform, the new Law of Science the final version of this document is postponed until the applicable legislative panorama is minimally defined. However, a draft of this document in Spanish is available: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/ETTildFEcc1ApTPnncWpuMgBQ1QcgHKLwR-4eeNLUIJNfw?e=tJpOjB. It is expected that its publication as an infographic and translation into English will be available by September 2022. An internal working document summarising the activities developed under Actions 2+5+7 has also been drafted https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EXC4F_O_2HZEgMLs1vBIkXQBGpkQi4O0Ys31H7FZku0BeQ?e=XWJsMH (in Spanish). Its translation is not foreseen as it is a document drafted for internal purposes only.

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Action 3

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 3. TRANSLATE THE MOST OUTSTANDING DOCUMENTS TO ENGLISH. To achieve this action, URJC will: A) Prioritise the contents: webpages, guidelines, contracts for foreign researchers, main regulations, etc.; B) Contract translation services; C) Train key administrative staff to deal with foreign researchers.	(+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 23. Research environment	Q4 2021	Vice-rector for Innovation, Transference and Business Relations Vice-rector for Research	• Main webpages are available in English and Spanish • All contracts for foreign researchers are available in English and Spanish

Current Status	Remarks
IN PROGRESS	The translation of documents into English is very advanced although not finished. To speed up the process a budget has been appointed by the URJC to fulfil this action. The order of translation of the documents was defined after their prioritisation in terms of their importance and immediate use. Translation has been channelled through the University's language centre (CUI) (https://gestion3.urjc.es/cui/). Currently, URJC is updating the general University's webpage (https://www.urjc.es) and, although there is a specific webpage for the HRS4R Strategy: https://www.urjc.es/hrs4r, available both in Spanish and English, the translated version of some of these documents is not yet available to the research community. Documents that have already been translated are: the Manual for the Euriclea mentoring programme (A.11+12+13), the Manual on Best Practices in Research (A.18), the Code of Ethics (A.18), the Regulation for the Protection of Research Results (A.18), the Welcome Guidelines (A.10), the Salary Scales of the Research and Teaching Staff and MSCA Staff (A.7), a document describing researchers' career paths (A.8+14), the Training Plan for Researchers and Teachers (A.8+14), a document with the Training Activities of the International Doctoral School (A.8+14), and the Occupational Risk Prevention Guide (A.4). All translated documents are available in the HRS4R website (https://www.urjc.es/hrs4r-ing/documents-and-links#urjc-websites-documents-and-links). In addition, non-research technical staff is receiving training to improve the internationalisation of the University through language courses.

Action 4

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	Q3-Q4 2021	General Manager	• Deploy the Risk Prevention Plan • Report on its impact

Proposed ACTIONS

Action 4	Current Status	Remarks
ACTION 4. IMPLEMENT THE OCCUPATIONAL RISKS PREVENTION PLAN. URJC will reach this action by: A) Appointing someone responsible for the implementation; B) Implementing the different actions of the plan; C) Training researchers on risk prevention; D) Assessing its impact. An online English and Spanish version will be available. Include this information in the Welcome Manual and Welcome Workshop.	COMPLETED	This Working Group includes 1 researcher (who is also a member of the Vice-Rectorate of Innovation, Transference and Business Relations), and 2 persons from the administration staff (in particular, from the URJC's Occupational Risk Prevention Service, SPRL). This Working Group met on a bimonthly basis along years 2021 and 2022. The Working Group has carried out three main initiatives: 1. Drafting and publication of the Preventive Guide for Teaching and Research Staff (PDI) and Staff in charge of URJC Research Projects (PPI). 2. Digitalisation of the annexes of PAPRL-013-SPRL (Procedure for the integration of prevention in research activities) and pilot program to test the electronic form, assess its effectiveness, and examine the results. 3. Training courses on Occupational Risk Prevention. On June 11, 2021, a kick-off meeting of Working Group for Action 4 (Occupational Risk Prevention Plan) was held to present the objectives of the action, the indicators that will measure the achievement of these objectives, and the current URJC documentation related to the topic. On July 14, 2021, the Working Group held another meeting in which it was decided to write a specific guidance document to address the specific needs of researchers. The aim of this specific guidance document is to complement the University's Occupational Risk Prevention Plan, which is a legal requirement for all Spanish organisations, by specifically targeting occupational risks related to research activities. A first draft of the Preventive Guide for Teaching and Research Staff (PDI) and Staff allocated to research projects (PPI) was submitted in November 2021. This first draft served as starting point to evaluate the occupational risk prevention situation at the URJC as regards research activities by (i) presenting the documentation related to this topic, (ii) listing the actions undertaken by the SPRL in research projects and activities in previous years, and (iii) including a summary of the main problems that the SPRL had encountered when implementing and integrating the procedures developed in this area. The final version of the Preventive Guide was published in April 2022 and is available in the HRS4R website, both in Spanish https://www.urjc.es/images/facultades/hrs4r/documentos/GU%C3%8DA_PREVENTIVA_PDI_Y_PPI_URJC.pdf. and in English (https://www.urjc.es/images/facultades/hrs4r/documentos/ENGLISH_FINAL_GUIA_PREVENTIVA_PDI_Y_PPI_URJC_rev.pdf). The University's Occupational Risk Prevention Plan is also published in the HRS4R website, although only in Spanish. The translation of this document into English was postponed because the target audience of the HRS4R Strategy are researchers and these should have the Preventive Guide as the reference document for risk prevention and protection: https://www.urjc.es/images/hrs4r/DOC/Interno/PLAN_PRL_2018.pdf In addition to the Preventive Guide, the Working Group also carried out the digitalisation of the annexes of PAPRL-013-SPRL (Procedure for the integration of prevention in research activities), which only existed in a paper version until October 2021, when they were adapted to an electronic format through a Microsoft Forms. This change facilitates researchers the fulfilment of this requirement, when initiating/requesting a new research project. An expert in the field, Santiago Gómez Ruiz, Academic Director of Innovation and Transfer, of the Vice-rectorate for Innovation, Transfer and Business Relations collaborated with the Working Group in the final definition of the form. He analysed the wording and issues raised in these annexes to better address the needs of researchers. In November 2021, once the corrections phase was completed, a pilot project was launched to test the electronic form, assess its effectiveness, and examine the results. A total of 10 research projects were selected for this pilot project. Data regarding the full implementation of this procedure are being presently collected. An internal document summarising all the activities of the Working Group and the results of the pilot project is available at https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EdVwi__FgxpMs_-TMCRr0rMBrNq9t91TtvNqbwF114r-Yg?e=3dzvLf (only in Spanish). Its translation is not foreseen as it is a document drafted for internal purposes only. In addition, 337 members of the URJC's staff received training in aspects related with security and risk prevention: firefighting (32), management of biological risks (25), management of chemical risks (16), occupational risks prevention (145), first aid (66), and ergonomics (53).

Proposed ACTIONS

Action 5

ACTION 5. WRITE TELEWORKING RECOMMENDATIONS. Write a guideline about teleworking, aligning the teleworking conditions with the new national normative of clock control. Earlier this year, Spain's government brought in a new law that requires employers to keep proper track of working hours, effectively bringing back the practice of clocking in and out, so that overtime hours can be measured. An online English and Spanish version will be available. Include this information in the Welcome Manual and Welcome Workshop.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	Q3 2023	Vice-Chancellor of Faculty General Manager	• Teleworking guideline published

Current Status	Remarks
COMPLETED	A Working Group formed by 1 researcher, who is also a member of the Vice-Rectorate for Innovation, Transference and Business Relations, and 4 members of the administrative staff was appointed to deal with the implementation of Actions 2, 5 and 7. This Working Group met on a bimonthly basis along years 2021 and 2022. The experience during the COVID-19 pandemic showed that not all research areas are compatible with teleworking since many projects require on site interactions to meet and achieve their objectives (e.g., animal care in the Animal Facility, sample tracking in the laboratory, etc.). Therefore, the Working Group considered that general teleworking guidelines were not applicable to all the University, and this action should be limited to the writing of a non-binding document for the project's PI to assess the circumstances under which teleworking should take place, including recommendations for evaluating if the project can be carried out remotely (or partly remotely and partly on-site). Thus, PIs decide whether teleworking is suitable for each case. Also, teleworking must be adjusted to the new legislation on telework (Article 47 bis.5 Royal Legislative Decree 5/2015, of October 30, approving the Consolidated Text of the law of the Basic Statute of the Public Employee Law 10/2021, of July 9, on remote work) and to the internal regulation. The recommendations drafted by the Working Group are available at https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EZ2PfTSkSodKhUq6qlqSW4EB7-8F2WWn5Pk2A9a0-Hwk6w?e=JgWgsx. It is expected that its publication as an infographic and translation into English will be available by September 2022. An internal working document summarising the activities developed under Actions 2+5+7 has also been drafted https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EXC4F_O_2HZEgMLs1vBIkXQBGpkQi4O0Ys31H7FZku0BeQ?e=XWJsMH (in Spanish). Its translation is not foreseen as it is a document drafted for internal purposes only.

Action 6

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions (-/+) 33. Teaching	Q4 2020-Q3 2021	Vice-rector for Academic Planning	• Plan published • Annual reviews

Proposed ACTIONS	Current Status	Remarks
Action 6 ACTION 6. ACADEMIC REARRANGEMENT PLAN FOR THE CENTRALISATION OF THE CAREERS PER CAMPUS. The plan is devoted to: - Reduction in the mobility of professors between campuses, since the current academic offer is geographically dispersed among the URJC campuses. - Eliminate the current situation in which different cut-off grades are required for the same degree offered on different campuses. - Detect the demand of degrees and a) concentrate the degrees currently offered on several campuses or in different modalities (face-to-face and online), avoiding duplication of groups; b) propose new degrees. The plan will have an implementation period of 4 years and annual revisions to correct deviations.	IN PROGRESS	A Working Group formed by 3 researchers who also belong to the Vice-Rectorate for Academic Planning was appointed to deal with the implementation of Action 6. This Working Group met on a bimonthly basis along years 2021 and 2022. This action is intimately related with the URJC's Teaching Reorganisation Plan. This Plan will consist of six major interventions on the campuses of: Alcorcón, Mixed Building (10,100m², teaching use 25%); Aranjuez, San Carlos Hospital Building (4,900m², teaching use 80%); Fuenlabrada, Multipurpose Building (7,800m², teaching use 70%); Móstoles, Multipurpose Building (9.200m², teaching use 30%); Madrid, Vicálvaro, Multipurpose Building (9,800m², teaching use 60%); and Madrid, Quintana, Buen Suceso Building (8,400m², teaching use 75%). Currently, a first execution phase has allowed the improvement and specialisation of a unique academic offer for Aranjuez Campus, accompanied by a significant reduction in faculty mobility. An additional ongoing measure for the full implementation of this action is the systematic and orderly reduction of the number of students per classroom. Although this measure is not directly related to the mobility of the teaching and research staff (PDI), it does lighten the teaching load on the part of the teaching staff, freeing up time in favour of research activities. Moreover, to align these two circumstances, periodic studies of the evolution of the student's number and academic offer were done. An internal working document summarising the activities developed under Action 6 and the initiatives for the rearrangement of the Academic Plan has been drafted https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EWkcVFzQZMZAn2jNO1pGLwABqA3EnG4osTzoj8cnQup9-A?e=HfpeE4 (in Spanish). Its translation is not foreseen as it is a document drafted for internal purposes only.

Proposed ACTIONS

Action 7

ACTION 7. REVIEW THE RESEARCHERS' SALARY SCALES. URJC will achieve this action by: A) Analysing the range of the researchers' current salaries; B) Reorganising the professional profiles, specifically for the Visiting Professors category; C) Defining salary ranges for each category. It will be applied in cases where it is necessary to review the remuneration, specifically in contracts charged to research projects. An online English and Spanish version will be available.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 26. Funding and salaries	Q1-Q2 2022	General Manager Vice-rector for Innovation, Transference and Business Relations Vice-rector for Research	• Researchers' salary scales published • 100% contracts follow the researchers' salary scales

Current Status	Remarks
COMPLETED	A Working Group formed by 1 researcher who also is a member of the Vice-Rectorate for Innovation, Transference and Business Relations, and 4 members of the administrative staff was appointed to deal with the implementation of Actions 2, 5 and 7. This Working Group met on a bimonthly basis along years 2021 and 2022. For transparency, the Working Group indicated the convenience of the publication of the salary scales at the URJC's transparency portal. Salary scales were reviewed, and published at https://transparencia.urjc.es/cifras/personal-pdi.php Salary scales for researchers hired under MSCA is published at https://transparencia.urjc.es/cifras/docs/tabla-salarial-pi-2021.pdf An internal working document summarising the activities developed under Actions 2+5+7 has also been drafted https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EXC4F_O_2HZEgMLs1vBIkXQBGpkQi4O0Ys31H7FZku0BeQ?e=XWJsMH (in Spanish). Its translation is not foreseen as it is a document drafted for internal purposes only.

Action 8

ACTION 8. DEVELOP DIFFERENT TOOLS TO EXPLAIN TO RESEARCHERS THE CURRENT OPTIONS FOR PROFESSIONAL CAREER. To achieve this action, URJC will:

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
A) Prepare documents (professional career options guide), websites (URJC recruitment calls, and professional careers options guide), etc., exploring the options for professional career for researchers; B) Hold informative sessions of professional career options for different professional levels and/or professional areas; with experts in HHRR and career development. C) Reinforce the courses offered at the International Doctorate School, including subjects related to professional career options; D) Include this information in the Welcome Manual and Welcome Workshop. An online English and Spanish version of documents and websites will be available.	(+/-) 28. Career development (-/+) 30. Access to career advice	Q1-Q3 2021	Vice-rector for Research Vice-rector for Innovation, Transference and Business Relations Vice-rector for Quality Ethics and Good Governance	• Documents and websites available • At least 2 informative sessions annually • New courses offered at the International Doctorate School

Current Status	Remarks

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	A Working Group was appointed for the implementation of actions 8 (professional development) and 14 (researcher training) met in July 2021. The group is integrated by 3 researchers who also belong to the governing board of the University (they are representatives of the International Doctoral School and the Vice-rectorate for Academic Planning and Teacher Training). The sub actions defined initially were: - Offer training on professional orientation. - Offer training on soft skills. The Working Group met on a bimonthly basis along 2021 and 2022. In September 2021, the Working Group presented the training activities carried out in their respective departments. The following initiatives were considered: - Offering career guidance/orientation workshops that could be attended by both doctoral students and teaching and research staff. - Carrying out a survey to assess and determine researchers' training needs in the area of soft skills. - Including in a single document all training courses provided since 2019 on: intellectual property, gender equality, career guidance, and soft skills. In February 2022, a survey was created to assess the researcher's needs for soft skills training. In March 2022, a pilot of the survey was launched among the members of the advisory group that helped in the development of the URJC's Training Plan for Teaching and Research Staff. The results of the survey have been taken into consideration and a new training module on soft skills has been included in the URJC's 2022-2023 Training Plan for the Teaching and Research Staff. The objective of the Plan is to facilitate and promote the professional development of the University's teaching and research staff by offering a customised training environment with different training itineraries in order to acquire and update technical-pedagogical, research and academic management skills adapted to their needs. In addition, during the III International Congress of the International Doctoral School on May 31, 2022, a specific workshop on professional orientation: "Beyond the academic world" was organised. The workshop included a presentation by Sandra Magro, CEO of Creando Redes, an environmental consultancy to transform organisations, projects and people. Of the 95 attendees to the workshop, 61 researchers answered the satisfaction survey showing a very good level of satisfaction with the speaker and the information presented. The International Doctoral School plans to organise more specific training sessions on career guidance in the academic year 2022-2023 covering the topics of entrepreneurship, career options beyond academy and career options in the world of national and international business. A summary of the professional options for a research career is published at https://www.urjc.es/images/hrs4r/DOC/researcher_career_path_spain_2019_euraxess.pdf An internal working document summarising the activities developed under Actions 8+14 has been drafted, offering information on the results of the survey on researchers' needs for soft skills training, the results of the satisfaction survey carried out after the workshop on professional orientation, and summarising all training activities carried out since 2019 in different areas (soft skills, professional orientation, gender equality and inclusion, dissemination of scientific results, and intellectual property). The document is available at: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/ESh4akjXnTpMtsTSkzQ9MQ4BeF_LVbqI_ZTJR9r5Ok80Yw?e=9mv3wV. Its translation is not foreseen as it is a document drafted for internal purposes only.

Proposed ACTIONS

Action 9

ACTION 9. IMPROVE COMMUNICATION ABOUT MOBILITY ACTIONS. URJC will achieve this action by: A) Centralising and providing higher visibility for mobility actions, especially for those actions funded by URJC; B) Including this information in the Welcome Manual and Welcome Workshop. An online English and Spanish version will be available.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 29. Value of mobility	Q2 2021	Vice-rector for Innovation, Transference and Business Relations Vice-rector for Research	• Updated information is available

Current Status	Remarks
COMPLETED	A Working Group formed by 5 members of the governing bodies and administrative services was appointed to deal with the implementation of Action 9. This Working Group met on a bimonthly basis along years 2021 and 2022. To fulfil this action, the Working Group has written a document describing all the available mobility actions for researchers, with their objectives and characteristics, providing a higher visibility to the URJC self-funded actions. This document is available at https://www.urjc.es/images/facultades/hrs4r/documentos/HSR4R-A.9_Acciones_de_movilidad.pdf. The translated English version is foreseen to be published by the end of July 2022.

Action 10

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Action 10

ACTION 10. WRITE A WELCOME MANUAL AND PROVIDE A WELCOME WORKSHOP. URJC will achieve this goal by: A) Writing and updating the Welcome Manual for researchers at URJC; B) Collecting all the information about good research practices, innovation policy, gender equality, ethics and ethical committees, accounting, etc.; C) Providing welcome workshops to newcomers and presenting the manual contents; D) Defining a protocol of integration of new researchers at URJC. An online English and Spanish version will be available.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 29. Value of mobility (-/+) 30. Access to career advice	Q1 2021 + ANNUAL UPDATES	Vice-rector for Research Vice-rector for Innovation, Transference and Business Relations Vice-rector for Teaching Staff	• Welcome Manual published • At least 2 workshops annually • At least 80% of newcomers attend workshops

Current Status	Remarks
COMPLETED	A Working Group was appointed including 7 members of the governing bodies and administration services to design, draft and publish the Welcome Guidelines. The kick-off meeting was held in June 2021 and by September 2021 a draft of the table of contents was presented and evaluated by the group, which was finally approved by November 2021 to start with the drafting of the Guidelines. In early 2022, the first draft was ready for revision. Taking into consideration some suggestions from researchers and the input of the Vice-rectorate for Innovation, Transference and Business Relations, the Guidelines were amended and set for approval by April 2022. They were published and translated into English in June 2022. The Welcome Guidelines are published at https://www.urjc.es/images/facultades/hrs4r/documentos/v.1_Manual_de_bienvenida_ENG.pdf.

Proposed ACTIONS

Action 11

ACTION 11. WRITE GUIDELINES FOR GOOD SUPERVISION. URJC will achieve this goal by: A) Setting a protocol to define the rights and duties of supervisors and supervisees, especially focused on the researchers funded by research projects, including the obligation of a final evaluation report; B) Writing a good supervision guideline; C) Including these guidelines in the supervisors' training plan. An online English and Spanish version will be available.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-) 40. Supervision	Q3-Q4 2023	Vice-rector for Innovation, Transference and Business Relations Vice-rector for Research	• Good supervision guidelines published • New training offer including Supervision Guidelines

Current Status	Remarks
IN PROGRESS	This action is planned to be executed in 2023. However, the EURICLEA Manual, published in the HRS4R website, already includes guidelines for supervisors (mentors). The guidelines will be re-examined and, if needed be, updated, once the EURICLEA programme finishes in December 2022 (see A.13). (https://www.urjc.es/images/facultades/hrs4r/documentos/ManualEuricleaURJC%20(INGL%C3%89S).pdf).

Proposed ACTIONS

Action 12

ACTION 12. EVALUATE URJC'S SUPERVISION QUALITY. URJC will achieve this goal by: A) Performing a survey for R1 and R2 researchers to evaluate the supervision quality; B) Analysing the results of the survey, and reviewing and modifying the current supervision practices of R1 and R2 researchers; C) If necessary, updating the supervision practices. An online English and Spanish version will be available.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 37. Supervision and managerial duties	Q1-Q2 2023	Vice-rector for Quality Ethics and Good Governance	• Report on URJC supervision quality • At least 60% satisfaction with supervision quality • If necessary, supervision practices updated and published

Current Status	Remarks
IN PROGRESS	This action is planned to be executed in 2023. It should be noted that the scope of the action has been limited to R2 researchers as R1 researchers already have a system to evaluate the quality of their supervision. The first pilot evaluation will take place under the framework of the EURICLEA Mentoring Programme (A.13) once the pilot mentoring programme finishes in December 2022.

Action 13

ACTION 13. DESIGN A PILOTING MENTORSHIP PROGRAMME FOR R2 RESEARCHERS. URJC will achieve this goal by: A) Benchmarking international mentorship programmes to identify good practices; followingthe

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 37. Supervision and managerial duties	Q1-Q2 2022	Vice-rector for Innovation, Transference and Business Relations Vice-rector for Research	• Pilot Mentoring Programme available • Report on Mentoring Programme • At least 60% satisfaction with Mentoring Programme in the second year

Proposed ACTIONS

Action 13	Current Status	Remarks
methodology of REBECCA mentoring program from FECYT. B) Designing a 1-year piloting mentorship programme for R2 researchers, performed by mentors within URJC; C) Analysing the experience and evaluating the extension of the programme to other scale levels. Activities like seminars, focus groups, documents, etc. will be used, for example to: • Encourage young scientists to focus on reaching senior level roles • Encourage greater pro-activity about career management • Increase the provision of high-quality feedback Help individuals to seek support from senior team members and to learn what steps to take to best advance their careers. The role of the mentors will be primarily to advise on the different aspects of the career development of researchers. Perform a biennial assessment	COMPLETED	A Working Group formed by 5 researchers, who are also members of the University's governing bodies, was formed in June 2021. The group met on a bimonthly basis along years 2021 and 2022. During the last quarter of 2021, the group defined the objectives of the mentoring programme and drafted the working documents to be used: a Manual (defining the objectives of the program, the profiles of the mentor and mentee, making recommendations on the topics to be covered in the meetings between the mentor and the mentee, and establishing the procedure to carry out the evaluation of the program); and the forms to be filled in by mentees with the assistance of their mentors: one defining their career plan and another for the assessment of their skills. In addition, the Working Group selected a total of 36 researchers (18 mentors and 18 mentees) belonging to different fields of scientific expertise represented in the 6 faculties of the University (i.e., social and legal sciences, communication sciences, health sciences, experimental sciences and technology, computer engineering, and telecommunications engineering) to participate in the pilot programme. While mentors are R4 researchers, mentees are R2 researchers. The EURICLEA Mentoring Programme was launched in February 2022, and it will run until December 2022. Its main objective is to support researchers at early stages of their research career (R2) through the experience of highly qualified mentors (R4) with extensive experience in the academic-research environment. The specific objectives of the EURICLEA program are: 1. To inform about career options. 2. To facilitate professional development. 3. To develop professional relationships. 4. Cultivate individual career plans. 5. Improve leadership skills. 6. Provide peer-to-peer support, sharing knowledge and experiences. The Manual used by mentees and mentors within the EURICLEA Program is published at https://www.urjc.es/images/facultades/hrs4r/documentos/ManualEuricleaURJC%20(INGL%C3%89S).pdf. A Power-point presentation of the mentoring program used in the kick-off meeting of the program in February 2022 is also available at: https://www.urjc.es/images/facultades/hrs4r/documentos/v.2_Presentaci%C3%B3n_programa_Euriclea_rev_.pptx (in Spanish only as it is an internal working document). Moreover, the Working Group has produced two working documents for mentees and mentors: - A form on to define the mentee's career plan: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EWjBpbYvFQZGl_qCvV773-MBG2UuEMTSV_rDhEyWqhis8w?e=NIDbDw - A form to assess the mentee's skills: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EXTn5w4PColJhIIqevlpxisBj-1K4J-yGgFU1j0sTfXAtQ?e=jHJvS0 These documents have not been translated to English as they are being tested in the pilot programme and have been created for internal purposes only.

Proposed ACTIONS

Action 13

of satisfaction with the Mentoring Programme: survey and report the results and recommendations.

Action 14

ACTION 14. STRENGTHEN THE TRAINING OFFER ADDING OTHER COURSES FOCUSED ON SOFT SKILLS. The international doctorate school will strengthen training courses to PhD Students adding other courses focused on soft skills. URJC will achieve this goal by: A) Performing a survey for defining present needs; B) Identifying / designing courses to solve current training needs. In addition, training will be offered to researchers and post-doctoral researchers. To fulfil other training needs, annual seminars will be organized on: • Seminar about Gender Balance • Seminar about Intellectual Property Norms

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results (+/-) 14. Selection (Code) (-/+) 30. Access to career advice (-/+) 33. Teaching (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	Q2-Q3 2021	Vice-rector for Quality Ethics and Good Governance	• Report on training and demand on soft skills • New training offer on soft skills with at least 50 attendees • At least 30 attendees to the annual seminar on IPR

Current Status	Remarks
IN PROGRESS	A Working Group was appointed for the implementation of actions 8 (professional development) and 14 (researcher training) met in July 2021. The group is integrated by 3 researchers who also belong to the governing board of the University (they are representatives of the International Doctoral School and the Vice-rectorate for Academic Planning and Teacher Training). The

Proposed ACTIONS

Current Status	Remarks

sub actions defined initially were: - Offer training on professional orientation. - Offer training on soft skills. The Working Group met on a bimonthly basis along 2021 and 2022. In September 2021, the Working Group presented the training activities carried out in their respective departments. The following initiatives were considered: - Offering career guidance/orientation workshops that could be attended by both doctoral students and teaching and research staff. - Carrying out a survey to assess and determine researchers' training needs in the area of soft skills. - Including in a single document all training courses provided since 2019 on: intellectual property, gender equality, career guidance, and soft skills. In February 2022, a survey was created to assess the researcher's needs for soft skills training. In March 2022, a pilot of the survey was launched among the members of the advisory group that helped in the development of the URJC's Training Plan for Teaching and Research Staff. The objective of the Plan is to facilitate and promote the professional development of the University's teaching and research staff by proposing a customised training environment with different training itineraries in order to acquire and update technical-pedagogical, research and academic management skills adapted to their needs. This advisory group is integrated by 18 researchers of different levels (R2-R4) and different areas of expertise. The results of the survey revealed that, regarding the modality in which the training is preferred, most of the participants prefer to attend the online training with the possibility of synchronous sessions. The second most preferred modality among the participants is face-to-face or a mixed modality (part face-to-face and part online with the possibility of synchronous sessions). Likewise, most of the participants prefer to take the training in the morning. Regarding to the areas of soft skills in which researchers would prefer to receive training, the majority prefer the area of governance (30.3 % responses) which includes aspects such as project management, risk management, financial management and ethical aspects in research. In this area, most participants prefer to receive project management training which includes aspects such as strategy, planning, team building, etc. The second areas in which participants prefer to receive training in soft skills are efficient research (24.2% of responses) (which includes self-evaluation and self-criticism, resilience, research career management, change management and networking) and engagement, influence, and impact (24.2% of responses) (which includes skills such as communication, leadership, teamwork, supervision, mentoring, etc.). Most participants indicate that the main motivation for them to get involved in training is to develop and improve their knowledge, and for personal satisfaction and interest. The main reason that may make it difficult for respondents to participate in training activities is the timetable and, secondly, family burdens. The results of the survey have been taken into consideration and a new training module on soft skills has been included in the URJC's 2022-2023 Training Plan for the Teaching and Research Staff. The 2021 Training Plan for Researchers and Teachers is published at https://www.urjc.es/hrs4r-ing/documents-and-links#urjc-websites-documents-and-links The Training Activities of the International Doctoral School are published at https://www.urjc.es/hrs4r-ing/documents-and-links#urjc-websites-documents-and-links An internal working document summarising the activities developed under Actions 8+14 has been drafted, offering information on the results of the survey on researchers' needs for soft skills training, the results of the satisfaction survey carried out after the workshop on professional orientation, and summarising all training activities carried out since 2019 in different areas (soft skills, professional orientation, gender equality and inclusion, dissemination of scientific results, and intellectual property). The document is available at: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/ESh4akjXnTpMtsTSkzQ9MQ4BeF_LVbqI_ZTJR9r5Ok80Yw?e=9mv3wV. Its translation is not foreseen as it is a document drafted for internal purposes only.

Proposed ACTIONS

Action 15

ACTION 15. CREATE AN OFFICE FOR THE RECEPTION OF FOREIGN RESEARCHERS. The Reception Office will have the function of processing and welcoming the foreign, researchers and teaching staff who come to the University. The processing relates to the academic and bureaucratic formalities which foreign students and researchers encounter when entering the country. The URJC will achieve this goal by: A) Defining the required process, and reporting line; B) Allocating human and financial resources; C) Generating contents and SOP.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment (+/-) 13. Recruitment (Code)	Q4 2020-Q3 2021	Vice-rector for Innovation, Transference and Business Relations	• Reception Office available

Current Status	Remarks
IN PROGRESS	A Working Group formed by 6 members of the administrative staff providing services to researchers was formed in June 2021. By October 2021, the Working Group proposed the structure and functions of the Office for the reception of foreign researchers. The proposal was submitted to the Steering Committee for consideration. Its implementation is pending on the allocation of a specific budget and staff. This action is foreseen to be implemented in 2022/2023 academic year.

Action 16

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Action 16

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 16. DESIGN AN EVALUATION PROCESS FOR RESEARCHERS FUNDED BY RESEARCH PROJECTS. URJC will achieve this goal by: A) Designing a checklist for the evaluation of all R2 researchers based upon other existing evaluations; B) Designing an evaluation software based upon "INVESJOB" digital platform; C) Evaluating all R2 researchers whose contract exceeds 6 months; D) Conditioning the contract renewal to a positive evaluation of the work performed.	(+/-) 11. Evaluation/ appraisal systems	Q1-Q2 2022	Vice-rector for Innovation, Transference and Business Relations Vice-rector Research Vice-rector for Quality Ethics and Good Governance	• Evaluation process approved • 100% of researchers funded by research projects are evaluated

Current Status	Remarks
IN PROGRESS	A Working Group was appointed including 3 researchers, who are also members of the University's governing bodies, to design the Evaluation Program for Researchers appointed to specific research projects (PPI). The works started in November 2021 and by early 2022, the first draft of the Evaluation Program was ready for discussion. The Working Group has designed an Evaluation Program consisting in 1) a self-evaluation of the evaluated researcher (R2 PPI), and 2) the evaluation of the principal researcher (PI) in charge of the project to which the evaluated researcher is allocated. Based on the duration of the contract, these evaluations will take place in different moments. For instance, if the researcher has been hired for 1 year, the first evaluation will take place after the first six months and the final evaluation before the expiration date of the contract; however, if the project lasts 2 years, there will be an evaluation six months after the beginning of the contract, a second evaluation 1 year through the contract and a final evaluation. The Working Group also have defined the evaluation criteria. In April 2022 a pilot was launched. The Working Group has produced two documents: - An overview of the Evaluation Procedure:https://urjc-my.sharepoint.com/:p:/g/personal/ana_gomez_rojo_urjc_es/EbtI9INxqLRElciVIHdhsWUBH4Xdlg1yexXtVD3MzcJViA?e=mfWgQa - An Excel with the form to be filled in by the evaluated researcher and his/her supervisor: https://urjc-my.sharepoint.com/:x:/g/personal/ana_gomez_rojo_urjc_es/EfXji9jK0BRKkRXLRcc1K14B18R8S46xh-XCli3iZVjP8A?e=t8cFb7 This Excel document has been transformed into an electronic format: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/EQbIvjzPc7NPnT80837zBZYBSEyJ1w4VJ6U2iZu4tFafEw?e=ebimRG. These documents have not been translated to English as they are being tested in the pilot programme and have been created for internal purposes only.

PAction 17ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 17. HRS4R PROJECT'S KICK-OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA AT URJC. The goal of this action is to attain increasing involvement of the C&C criteria in the research community and in everyday research practices. URJC will achieve this goal by: A) Including the actions defined in this Action Plan in the Research Strategic Plan of URJC; B) Scheduling periodical briefings in departments and institutions' management to influence the dissemination of the C&C key lessons to research (PDI) and administrative (PAS) staff; C) Incorporating new researchers that wish to join the Implementation Working Group (IWG) for specific working teams.	(++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (+/-) 7. Good practice in research (+/-) 8. Dissemination, exploitation of results (++) 9. Public engagement (++) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems (+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code)	Q2 2020-Q1 2025	Vice-rector for Innovation, Transference and Business Relations	• WG HRS4R constituted • WG OTMR constituted • Number of attendees at seminars • Surveys to address the awareness

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 17. Variations in the chronological order of CVs (Code)			
(-/+) 18. Recognition of mobility experience (Code)			
(++) 19. Recognition of qualifications (Code)			
(++) 20. Seniority (Code)			
(++) 21. Postdoctoral appointments (Code)			
(++) 22. Recognition of the profession			
(+/-) 23. Research environment			
(-/+) 24. Working conditions			
(++) 25. Stability and permanence of employment			
(+/-) 26. Funding and salaries			
(++) 27. Gender balance			
(+/-) 28. Career development			
(+/-) 29. Value of mobility			
(-/+) 30. Access to career advice			
(++) 31. Intellectual Property Rights			

Proposed ACTIONS

(++) 32. Co-authorship

(-/+) 33. Teaching

GAP Principle(s)

(++) 34. Complaints/ appeals

	Timing (at least by year's quarter/semester)	**Responsible Unit**	**Indicator(s) / Target(s)**

(++) 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

Current Status   Remarks

Proposed ACTIONS

	Current Status	Remarks
	IN PROGRESS	This action was planned to conclude by 2025. Thus, it is an ongoing action that covers the whole duration of the HRS4R implementation, until the external review. The HRS4R Strategy has been actively disseminated at the URJC by social media, internal communications, seminaries, and videos. A communication plan targeted to each researcher profile was designed and written. https://urjc-my.sharepoint.com/:w:/g/personal/ana_gomez_rojo_urjc_es/Eeknk2LtzB9BkcwUZL2W6GIBUx7CcAmF_bDKNc7TF188Wg?e=5eikyQ This document has not been translated into English as it has been created for internal purposes only. Social media A total of 150 posts in Twitter were published to inform the scientific community about HRS4R implementation. Another 11 were sent through LinkedIn. Internal communication. The University's mailing list has been used for the presentation of HRS4R documents and initiatives. Communication and dissemination have been supported by the news, TV and radio services of the URJC. https://www.urjc.es/hrs4r/noticias https://tv.urjc.es/ https://online.urjc.es/en/radio-urjc Videos. All videos related to the implementation of the HRS4R in the URJC can be watched in the YouTube Playlist: https://youtube.com/playlist?list=PLGaU5QQpWlH_27Br2Pt_2SrPm84jdr7Ni. They can also be watched at the URJC's TV Platform: https://tv.urjc.es/searchmultimediaobjects?search=investigaci%C3%B3n+internacional, as well as in the HRS4R website: https://www.urjc.es/hrs4r. A first animated video presenting the general aspects of the HRS4R Strategy was recorded to briefly acquaint researchers with actions and objectives: https://youtu.be/v4FCeSNHfpw. (General HRS4R video) In addition, a set of 12 micro-videos (30sec) show spokespersons of each of the Working Groups presenting their respective actions. The recording of the launch event of the HRS4R Communication Campaign is also available. https://youtu.be/kvU3aNk9vM0 Finally, to close the 2021-2022 communication campaign, a series of 3 TV programmes (known as the "HRS4R Month") presenting the progress and results of the Action Plan were done. https://www.urjc.es/hrs4r-ing/hrs4r-strategy. The videos were visualised by more than 150 researchers (medium value) As a summary of the facts of the communication plan: - The URJC's HRS4R webpage received 1,251 visits between February and June 2022. - The live event of the launch of the HRS4R Strategy (on 10 December 2021) was attended by 140 persons. It also had 216 views in the URJC's TV Platform and 88 in YouTube. - General HRS4R video on YouTube: number of views until June 2022: 252 - Twitter communication campaign @URJCHorizonEU 1,139 followers

Action 18

ACTION 18. WRITE A GOOD RESEARCH PRACTICES GUIDELINE Based in the European code of conduct for research integrity.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 7. Good practice in research	Q3-Q4 2022	Vice-rector for Innovation, Transference and Business Relations Vice-rector for Research Vice-rector for Quality Ethics and Good Governance	• Writing of the document • Approval of the document

Current Status	Remarks

Proposed ACTIONS

	Current Status	Remarks
	COMPLETED	11 members were appointed to be part of the Working Group. The members represented specific areas of knowledge: data protection and data security (the University's Data Protection Delegate, the University's Office of Free Knowledge and Culture), knowledge transfer (2 members of the Centre for Innovation, Technology and Knowledge Transfer, 1 member of the Scientific Culture and Innovation Unit), ethics in research (1 member of the University's Ethics Committee, 1 member from Vice-rectorate for quality, ethics and good governance), gender equality (1 member of the Equality Unit), people with disabilities (1 member), and research in general (1 member from the Vice-rectorate for Research who acted as coordinator of the group). The Working Group held its first meeting in September 2021 and by November 2021 it proposed the Table of Contents of the Manual. The drafting of the Manual started soon after and by the end of February 2022 a first draft of the Manual was submitted for revision by the Technical Secretariat and the Vice-rectorate of Innovation, Transference and Business Relations. After the first revision, a second version of the Manual was presented for approval in April 2022 and by May 2022 the Manual was approved. The Manual on Best Practices in Research is published in the HRS4R website https://www.urjc.es/images/facultades/hrs4r/documentos/Manual_Buenas_Pr%C3%A1cticas_traducido_rev.pdf. In addition, the URJC's Code of Ethics was written and approved on September 19: https://www.urjc.es/images/facultades/hrs4r/documentos/codigo-etico-consolidado.pdf. The English version can be downloaded at https://www.urjc.es/hrs4r-ing/documents-and-links#urjc-websites-documents-and-links. The rules of the URJC's Committee of Ethics were approved in January 2020 https://www.urjc.es/images/codigoetico/Reglamento-Comite-Etica-CG-31012020.pdf Its translation to English is pending subject on the approval of new amendments. The URJC also has a Regulation regarding the protection of research findings: https://www.urjc.es/images/facultades/hrs4r/documentos/regulation_translation1.pdf. The URJC has a data protection website https://www.urjc.es/proteccion-de-datos

Proposed ACTIONS

Action 19

ACTION 19. PROMOTION OF HRS4R AND EUROPEAN PROJECTS IN EACH URJC CAMPUSES

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions (+/-) 28. Career development (+/-) 29. Value of mobility (+/-) 38. Continuing Professional Development		Vice-rectorate of Innovation, Transference and Business Relations	• Number of presentations performed • Number of attendees • Number of proposals presented in EU Research and Innovation programmes

Current Status	Remarks
NEW	

Action 20

ACTION 20. UPDATE THE RESEARCH CAPABILITIES MAP (ACTION 1) to find synergies between research lines and foster the occurrence of common projects.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 8. Dissemination, exploitation of results		Vice-rectorate of Innovation, Transference and Business Relations	• Conversion of the prototype into an established tool • New functionalities added to the research capabilities map. • Number of users • Number of proposals jointly submitted by different URJC research groups

Current Status	Remarks
NEW	

Action 21

Proposed ACTIONS

Action 21

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 21. IMPROVE THE COMMUNICATION OF THE HRS4R AWARD By: (1) continue working on the communication campaign to disseminate the facts and the written documents; (2) developing tools that make all the information more customised for junior researchers including communication activities at the beginning of the academic year (also in master's and doctoral programs); (3) appointing R3 and R4 researchers as spokesperson for the HRS4R Award, and (4) taking advantage of the University's infrastructure/services (Master's School, International Doctoral School and mentoring program, University survey system) to specifically reach the R1 and R2 public.	(++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (+/-) 7. Good practice in research (+/-) 8. Dissemination, exploitation of results (++) 9. Public engagement (++) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems (+/-) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code)	Q3 2022 - Q1 2025	Vice-rector for Innovation, Transference and Business Relations URJC Communications Department	

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 17. Variations in the chronological order of CVs (Code)			
(-/+) 18. Recognition of mobility experience (Code)			
(++) 19. Recognition of qualifications (Code)			
(++) 20. Seniority (Code)			
(++) 21. Postdoctoral appointments (Code)			
(++) 22. Recognition of the profession			
(+/-) 23. Research environment			
(-/+) 24. Working conditions			
(++) 25. Stability and permanence of employment			
(+/-) 26. Funding and salaries			
(++) 27. Gender balance			
(+/-) 28. Career development			
(+/-) 29. Value of mobility			
(-/+) 30. Access to career advice			
(++) 31. Intellectual Property Rights			

Proposed ACTIONS

(++) 32. Co-authorship

(-/+) 33. Teaching

GAP Principle(s)
(++) 34. Complaints/ appeals

	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

(++) 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

Current Status	**Remarks**
NEW	

Unselected principles:

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.urjc.es/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)

In the action plan outlined above there are several actions that deal with specific elements of the Open, Transparent and Merit-Based Recruitment principles.

The provision of guidelines, which set out clear procedures and practices, are addressed by the actions 2, and 17.

By publishing scientific job advertisements on EURAXESS, URJC will ensure outreach to a wider and especially international audience.

The main actions that will be implemented to address the OTM-R principles will be " Action 2 Adapt the URJC recruiting protocols to OTM-R. " and " Action 17 HRS4R project´s kick-off and strength awareness of the charter & code criteria at URJC, to be implemented by the General Management, which will include the C&C principles and a reference of the procedure will be included in the Welcome Manual.

The phases of the implementation of OTM-R principles will be scheduled by the OTM-R working group, after a careful analysis of the current situation of the recruitment at the URJC, and best practices of recruitment provided by the OTM-r. A new recruitment manual will be written and approved by the academic authorities of the university.

Within the three phases identified in the OTM-R system, URJC will update the following actions:

1.-Advertising and application phase:

A) Review the current recruiting procedures to include the C&C and OTM-R principles in all the job contracts managed by the University (researchers funded by research projects, self-funded programme, etc.);

B) Include the new scores suggested by HRS4R in all the selection process (mention of professional career possibilities etc);

C) Publish all job offers on EURAXESS;

D) Adapt the online job-offering platforms;

F) Perform training seminars for employers.

2.-Evaluation and Selection phase:

E) Create templates and a recruiting guideline;

3.- Appointment phase

Boost the career development services to researchers: Action 13. Design a piloting mentorship programme for R2 researchers., Action 8. Develop different tools to explain to researchers the current options for professional career, etc.At the end, the OTM-R system will implement the following principles :

1. REVIEW CURRENT OTM-R POLICY, PRACTICES AND PROCEDURES

IRYCIS will carry out an initial review of the current system and update following the checklist and a step-by-step guide.

2 DEVELOP AND PUT IN PLACE A REVISED OTM-R POLICY

The OTM-R policy will encourage, in particular, external applicants by:

a) providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable;

b) posting a clear and concise job advertisement with links to detailed information

c) ensuring that the levels of qualifications and competencies required are in line with the needs of the position

d) considering the inclusion of explicit pro-active elements for underrepresented groups;

e) keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum;

f) reviewing, where appropriate, the institutional policy on languages (translating into English the outstanding documents and provide staff and/or members of selection committees with courses to have the adequate language competencies)

3 PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published in URJC website. The OTMR policy will be complemented with templates for the process.

4 QUALITY CONTROL SYSTEM

As mentionned, the whole recruitment process, is administered by the HR department or designated staff.

Additionally, a periodical, external review by an independent and expert in HRS4R observer is planned.

5 ESTABLISH OR ADAPT AN INTERNAL OTM-R GUIDE

As mentioned, an internal guide setting out clear and explicit rules and procedures for the recruitment of all researcher positions, and their templates, scales, etc. will be provided, following the European Framework for Research Careers which identifies four broad career profiles for researchers (R1-R4).

The guide will address all the issues in the toolkit which sets out, in chronological order, the whole recruitment process, from the job advertising/application phase through to the appointment phase.

6 TRAINING AND AWARENESS RAISING WITHIN THE INSTITUTION

Training session will be provided to all those who are involved in the recruitment process. And communication meetings will include updates regarding the use of the OTM-R guide.

7 E-RECRUITMENT

An "e-recruitment" tool will be developed.

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

During 2022, regulatory changes have strongly impacted the researchers' recruitment procedures. Although theoretically the stability of researchers is improved, it has a major impact in the HR department workload, and therefore in the implementation of the foreseen OTM-R's recruitment procedures.

Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market (hereinafter Labour Reform), has meant a profound change for labour relations in the country and is proving to be quite a challenge for all the Spanish research institutions including URJC. The Labour Reform has repealed temporary contracts (*contratos de obra y servicio*) traditionally used by research institutions to hire researchers for specific, time-limited projects.

In general terms, except in the case of contracts with European funding or with financing derived from the Spanish Recovery, Transformation and Resilience Plan (Additional Provision Five), the Labour Reform has precluded formalising temporary contracts after March 30, 2022. Therefore, a large part of the annual temporary hiring had to be carried out prior to that date to enable having staff for at least 6 months, while awaiting an update of the current Law of Science or the approval of a new one.

Finally, last April 5, Royal Decree-Law 8/2022 was approved, adopting urgent measures in the field of labour contracting in the Spanish Science, Technology and Innovation System. Among these measures, Article 23.BIS was included in the current Law of Science making it possible to formalise indefinite-term contracts aimed at developing projects and lines of research. Under the current legal framework, temporary contracts are only allowed for projects with European funding or with financing derived from the Spanish Recovery, Transformation and Resilience Plan.

This updating of labour legislation demands to rethink the recruitment mechanisms at the URJC, given that they must be adapted to the philosophy of indefinite hiring and not to a temporary project-based scope. All these changes involve raising the awareness of the principal investigators (PI), informing the Works Committee, as well as changes in the management of research projects and, therefore, in the process of calls for job offers.

The Working Group appointed to implement this action (Action 2) was in the process of writing a recommendations document to ensure that calls for proposals are aligned with OTM-R principles and to clarify hiring procedures in the light of the labour reform and the new Law of Science. On this point, work has been done on an initial draft that is awaiting adaptation as soon as the applicable legislative panorama is minimally defined.

Notwithstanding the above, the commitment of the URJC with all and every principle remains unchanged.

A document with OTM-R recommendations has been drafted: https://urjc-my.sharepoint.com/:b:/g/personal/ana_gomez_rojo_urjc_es/ETTildFEcc1ApTPnncWpuMgBQ1QcgHKLwR-4eeNLUIJNfw?e=tJpOjB. Its publication as an infographic and translation into English is still pending. It is expected that it will be available by September 2022 in the HRS4R website: https://www.urjc.es/hrs4r.

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:
NO WEB

4. Implementation

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

This Action Plan covers the period 2020-2025 and includes the actions planned for the final list of C&C principles defined by the process previously described. Each implemented principle is outlined with the current situation at URJC and one or more improving actions are provided together with the corresponding indicator for evaluation, the department/s responsible/s for the action development and the expected completion date within the period 2020-2025.

Next step, as the last point before being submitted to the European Commission, the HR Strategy and action plan at URJC will be published on the institutional website. The main objective is to illustrate how URJC will adopt the Strategy and, after the official acknowledge by the EC, the concerned information will be shown at an outstanding position within the institutional web page. The HRS4R WG, on its role of monitoring committee, will internally monitor the development and compliance of the Action Plan. The self-assessment will be conducted every two years and will result on a progress report updating the Action Plan for the subsequent period. An online progress follow-up table will be created and

the link will be available at URJC HRS4R's website. The external assessment of progress, if it is previously authorised by the European Commission, would be carried out by an external evaluator, who would act as supervisor for the HRS4R implementation. Timeline of the actions was thoroughly discussed with the responsible persons, who have confirmed their project routine and provided more information about milestones and indicators of success. Actions have been planned with all precautions; work plan provides milestones, controlling measures and risk management procedures.

This Action Plan has been approved by the Governing board of URJC

The implementation of this action plan will be assured with an optimised 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 URJC 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 III Strategic Plan of the University Rey Juan Carlos 2020-2025.

- Involve the vice-rectorates and management so that they assume some of the actions of the action plan:

- Vice-Chancellor of Innovation and Transfer.
- Vice-Chancellor of Research
- General Manager
- Vice-Chancellor of Faculty
- Vice-Chancellor of Academic Planning
- Vice-Chancellor of Quality Ethics and Good Governance
- Vice-Chancellor of Digitisation
- Vice-Chancellor of Internationalisation

- designate a "HRS4R Manager/responsible", single person in charge (an assistant to Vice Chancellor) 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 Q2 2020.

Three different levels of responsibility will support the implementation:

1. Steering Committee on HRS4R (SC) will continuing being the maximum responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will be composed of the Governing Councelling of the URJC

- Implementation Working Group (IWG) will be steered by the HRS4R Manager/responsible. 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, the HRS4R Manager/responsible will also control quality and follow up of a monitoring table of the indicators' compliance, setting corrective measures. She / he will also communicate the advances to URJC's Steering Committee. Small specialised working groups will be created to work on specific topics, for instance: 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 follow up on indicators.

1. The Technical Secretariat (TS) will support the HRS4R Manager/responsible ant the IWTs 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 URJC includes a budgetary allocation, aimed at hiring/designating specialised personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

This process enables organisations to truly integrate the principles into their own human research policy, thereby promoting the organisation as a stimulating and favourable workplace. In this sense, the Action Plan for URJC comprises 18 actions to be undertaken during the next period 2020-2025. Few of these actions are very complex to be fully developed, but they will represent a highly significant step to strengthen URJC recruitment practices and employment conditions, so that the whole process will be highly beneficial for both researchers who work and wish to work at URJC and for our institution itself. Main improvements expected from the process implementation are to increase our attractiveness to researchers and provide them with a favourable working environment, high quality research and innovation, and international mobility valorisation.

From the 18 actions contained in the action plan, 9 of them are considered completed

ACTION 1. ARRANGE MEETINGS FOR PRESENTING THE RESEARCH CAPABILITIES OF THE RESEARCHERS TO FIND SYNERGIES BETWEEN RESEARCH LINES AND FOSTER THE OCCURRENCE OF COMMON PROJECTS.

ACTION 4. IMPLEMENT THE OCCUPATIONAL RISKS PREVENTION PLAN.

ACTION 5. WRITE TELEWORKING RECOMMENDATIONS.

ACTION 7. REVIEW THE RESEARCHERS' SALARY SCALES.

ACTION 9. IMPROVE COMMUNICATION ABOUT MOBILITY ACTIONS

ACTION 10. WRITE A WELCOME MANUAL AND PROVIDE A WELCOME WORKSHOP.

ACTION 13. DESIGN A PILOTING MENTORSHIP PROGRAMME FOR R2 RESEARCHERS.

ACTION 16. DESIGN AN EVALUATION PROCESS FOR RESEARCHERS FUNDED BY RESEARCH PROJECTS: the evaluation process has been designed; however, its implementation is still in pilot phase.

ACTION 18. WRITE A GOOD RESEARCH PRACTICES GUIDELINE.

And other 9 are in progress.

ACTION 2. MOVING TOWARDS AN INSTITUTIONAL OTM-R POLICY

ACTION 3. TRANSLATE THE MOST OUTSTANDING DOCUMENTS TO ENGLISH.

ACTION 6. ACADEMIC REARRANGEMENT PLAN FOR THE CENTRALISATION OF THE CAREERS PER CAMPUS.

ACTION 8. DEVELOP DIFFERENT TOOLS TO EXPLAIN TO RESEARCHERS THE CURRENT OPTIONS FOR PROFESSIONAL CAREER.

ACTION 11. WRITE GUIDELINES FOR GOOD SUPERVISION.

ACTION 12. EVALUATE URJC'S SUPERVISION QUALITY.

ACTION 14. STRENGTHEN THE TRAINING OFFER ADDING OTHER COURSES FOCUSED ON SOFT SKILLS.

ACTION 15. CREATE AN OFFICE FOR THE RECEPTION OF FOREIGN RESEARCHERS.

ACTION 17. HRS4R PROJECT'S KICK-OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA AT URJC.

Some of these actions were postponed by changes in the legal system of recruitment (Action 2); some were scheduled for 2023 (Actions 11 and 12), others are aligned with one URJC's long term goals (Actions 6 and 17); others have been designed under the current phase and will be implemented in the 2022-2023 academic year (Actions 8, 14 and 15); and one is ongoing as it depends on the drafting and publication progress of documents (Action 3).

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?* ⌄

Detailed description and duly justification (max. 500 words)

During the process specific Working Groups integrated by researchers, members of the University's governing bodies and the administrative staff (a total of 49 persons, integrated in 13 Working Groups), have contributed to the implementation of the action plan by the discussions and procedures developed in the implementation process, and by writing and supervising of the final versions of the documents submitted as deliverables of this interim assessment.

The implementation of the 18 actions of the Action Plan by the 13 Working Group were coordinated by the Technical Secretariat, integrated by María Rosa Mesa and Ana Gómez from the EPO. For such purpose, the Technical Secretariat held bimonthly meetings with each of the Working Groups, as well as on-demand ad-hoc meetings requested by the groups. The Technical Secretariat has worked closely with the Working Groups in the drafting and production of all the deliverables of the Action Plan, providing advice and support throughout all the phases of the implementation. The Technical Secretariat also recorded indicators on a monthly basis to obtain an insight about the progress of the implementation.

Furthermore, the EPO, as part of the Vice-rectorate for Innovation, Transference and Business Relations reported monthly to the head of the Vice-rectorate, who is the head of the HRS4R Steering Committee. At the same time, each quarter of the year, the Vice-Rector has presented to the other members of the Steering Committee the progress in the fulfilment of indicators and a summary of the implementation of the Action Plan sharing its progresses and providing information to decide whether additional measures were needed to correct the evolution of the implementation.

In addition, the URJC hired a consultancy company to support with the implementation of the HRS4R Action Plan. The Technical Secretariat has held regular meetings - on a quarterly basis- with this consultancy company, reporting on the fulfilment of indicators.

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

Detailed description and duly justification (max. 500 words)

For the implementation of the HRS4R Award Strategy, as described above, 13 Working Groups have been created to develop the 18 actions of the Action Plan. These groups involve researchers, representatives of the different Vice-Rectorates and members of the administrative staff, thus, ensuring that the Strategy is a proactive and participatory effort of the entire University community to foster a successful, dynamic and inclusive research culture. Furthermore, researchers have also participated in the pilot phases of the different programs and activities launched under the HRS4R Action Plan (i.e. participating in the meetings to build the Research Map (Action 1); participating in the EURICLEA pilot mentoring programme (Action 11) and the pilot procedure to evaluate researchers hired under a specific research project (Action 16); by filling in the electronic form on occupational risks (Action 4) and the electronic survey on the need for training on soft skills and the workshop on professional orientation (Actions 8+14)). In total, more than 100 researchers were implicated in the process.

In addition, researchers participated in the different communication events performed (Action 17), and in the final survey to assess the awareness of researchers about the HRS4R Strategy.

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

Detailed description and duly justification (max. 500 words)

As described above, the Technical Secretariat, integrated by María Rosa Mesa and Ana Gómez from the EPO, monitors the implementation of the HRS4R's action plan and the coordination of the different Working Groups in charge of the direct implementation of the actions.

The Technical Secretariat meets monthly and informs after the fulfilment of the implementation of an action with Fernando Enrique Garcia Muiña, Vice-rector for Innovation, Transference and Business Relations, head of the Steering Committee. Subsequently, the Vice-rector summarises the HRS4R implementation progresses at the URJC's Managements Committee, which constitutes the HRS4R Steering Committee, in a quarterly basis.

The Technical Secretariat has also met regularly – on a quarterly basis – with the consultancy company hired by the URJC to assist with the follow-up of the implementation process.

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 ⌄

Detailed description and duly justification (max. 500 words)

The URJC's 2020-2025 Strategic Plan (https://www.urjc.es/images/plan-estrategico-2020-2025/plan-estrategico.pdf) includes the implementation of the HRS4R Award as sub action, as well as one of the indicators to be achieved by the Plan.

Sub-action A 3.1.3. reads: "Start the process to implement the European Award HRS4R (Human Resources Strategy for Researchers), in recognition of the URJC's good practices in the hiring of researchers and for the development of their research careers".

Indicator IC-OE3-5 reads: "Obtain the quality award granted by the European Commission "HR Excellence in Research" and execution of the Action Plan to implement the European Charter for Researchers and the European Code of Conduct for the Recruitment of Researchers".

This involves the allocation of a specific budget line to develop all the actions under the Action Plan and the HRS4R Communication Plan. A total of 25,000 euro have been allocated in the period 2021-2022.

In addition, other actions of the Strategic Plan are related to aspects included in the C&C such as professional career, equal representation and training. For example, within the Strategic Axis "Focus on people and resources", Strategic Objective 6 reads "To advance in the stabilisation and organisation of the current staff, also making a clear commitment to attracting and retaining talent, both new students and faculty, researchers and administrative and service staff". Within the Strategic Axis "Institutional development and good governance", Strategic Objective 10 reads: "To achieve a university that is accessible to all, critical and pluralistic, committed to gender equality, healthy and respectful of the environment, and always committed to development and social transformation".

Furthermore, the HRS4R Strategy has provided the opportunity of launching policies that affect the entire University in a cross-cutting manner such as the opportunity of adapting different norms to researchers needs. For example, the Manual on Best Practices in Research gathers in a single document information on the most relevant existing procedures for researchers, being a single reference document for researchers. In addition, the HRS4R Strategy has helped to raise a series of initiatives that either already existed but did not have a transversal and homogeneous implementation (for example, raising awareness on the implementation of OTM-R principles in the recruiting process; translating key documents; carrying out a risk analysis in terms of Occupational Risk Prevention before the start of research projects, raising awareness of the need to pass medical examinations; raising awareness on the training courses and mobility actions available for researchers) or that are new within the University (for example, publication of a Welcome Manual for foreign researchers with all the information related to the University, the administrative procedures that concern them for their entry and stay in Spain and other practical tips; the publication of a map of research lines, thus improving the awareness of the synergies existing between different research groups; the exchange of experiences between researchers through the EURICLEA mentoring programme, etc.).

How has your organisation ensured that the proposed actions would be also implemented?* ⌄

Detailed description and duly justification (max. 500 words)

The newly proposed actions are:

ACTION 22 PROMOTION OF HRS4R AND PARTICIPATION IN EUROPEAN PROJECTS IN EACH URJC CAMPUSES (on-site visits to explain the HRS4R Strategy and different R&D&i European programmes, fostering dialogue between researchers, exchange of experiences and, if possible, create synergies – as in brokerage events)

ACTION 23 UPDATE THE RESEARCH CAPABILITIES MAPS (ACTION 1).

ACTION 24. STRENGTHEN THE HRS4R COMMUNICATION PLAN (with specific actions for R1 and R2 researchers, using R3 and R4 researchers as spokespersons/HRS4R "Ambassadors")

These three actions are also aligned with the spirit of the URJC's Strategic Plan by improving the possibilities of generating synergies between research groups to form balanced consortia, improving the European funding and internationalisation of the University, and improving the dissemination of the HRS4R among the more junior staff.

URJC will follow a similar system as the one explained above to implement the new proposed actions (i.e., formation of working groups, establishment of indicators, implementation of a follow-up/monitoring procedure by the Technical Secretariat, etc.).

In addition, URJC is firmly determined to finalise the implementation of the actions that are presently in progress (Actions 2, 3, 6, 8, 11, 12, 14, 15 and 17).

How are you monitoring progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

URJC will follow the current control procedure (explained above) for the implementation of the remaining actions as its efficiency has been already proved. If needed, new Working Groups will be defined to implement the new actions.

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

Detailed description and duly justification (max. 500 words)

The procedure explained above on the monitoring and reporting carried out by the Technical Secretariat has shown to be useful for the follow up of the HRS4R implementation process and will be continued to measure the progress in view of the next assessment.

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

Detailed description and duly justification (max. 500 words)

> The Technical Secretariat will check the indicator's fulfilment state, collecting and saving the written documents and preparing a global report of the implementation process for its submission to the Steering Committee and the European Commission. In addition, the Technical Secretariat will oversee the implementation of the new actions that have been identified in this internal review and further to the recommendations of the European Commission.

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

Currently, URJC is updating the general University's webpage (https://www.urjc.es) and, although there is a specific webpage for the HRS4R Strategy: https://www.urjc.es/hrs4r, available both in Spanish and English, the translated version of some of the key documents for researchers to duly perform their activities is not yet available to the research community. All the documents which have been translated are available in the HRS4R website ("Documents and Links" section).

Some documents within the HRS4R Action Plan have only been produced for internal purposes. Since the work language in URJC is Spanish these documents have not been translated into English, nor is their translation foreseen. Nonetheless, if translation of these documents is needed, it will be provided for the purposes of duly informing the European Commission on the content of these documents. These documents are the following:

- Report on Actions 2+5+7 (OTM-R, telework and salary scales)

- Report on Action 4 (Occupational Risk Prevention)

- Report on Action 6 (Academic plan)

- Report on Actions 8+14 (training and development for researchers)

- Forms created for mentees in the EURICLEA Mentoring Programme (Action 13)

- Internal Communication Plan (Action 17)

- Evaluation procedure (Action 16)