

## ***ACTION PLAN***

*Application for Acknowledgement of Human Resources in Research*

2022-2025 A Coruña, July 2022



## Content

---

1	Contact Details	2
2	Organizational Information	3
2.1	Organizational profile	3
2.2	Key figures for the organization	4
3	Actions	5
3.1	Introduction	5
3.2	Action Plan	6
4	Implementation	20



## 1 Contact Details

---

**Name of Organisation under Review:**

Universidade da Coruña

**Organisation's contact details:**

Prof. Salvador Naya Fernández

Vice-rector for Science Policy, Research and Transfer

✉ vpcit@udc.es

☎ +34 881 01 1156

📍 Rúa da Maestranza, 9; 15001 A Coruña - Spain

**Internal Review date:**

June 2022

**Submission date:**

8th July 2022

**Date endorsement Charter and Code:**

30th August 2016

**Link to website:** <http://www.udc.gal/investigacion/hrs4r/>



## 2 Organizational Information

---

### 2.1 Organizational profile

The University of A Coruña (UDC) was founded under the Galician Universities Law 11/1989 on July 20th, 1989, and is territorially situated in the Campus of A Coruña and the Campus of Ferrol.

The UDC is a public institution whose primary objective is the generation, management and dissemination of cultural, scientific, technological and professional knowledge through the development of research and teaching.

The UDC conceives its essential purpose as a quality public service aimed at achieving greater levels of welfare for society through the pursuit of social, scientific and technological advances in a framework of ethical values. Part of its mission is the formation of an open, critical, democratic and solidarity citizenship, capable of analysing reality, diagnosing problems, formulating and implementing solutions based on knowledge and oriented towards the common good.

The UDC explicitly expresses its commitment to the study and the integral development of Galicia, its social, cultural and linguistic identity, and it will promote its full integration into the European Higher Education and the projection in Latin America.

The UDC Foundation, a private charitable and academic foundation, has been created to provide the University with permanent social support.

## 2.2 Key figures for the organization

The following table shows the main indicators regarding Human Resources and main research funding sources.

Table 1 Key Figures – Updated 2022

Staff & Students	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1.231,69
Of whom are international (i.e. foreign nationality)	25,5
Of whom are externally funded (i.e. for whom the organization is a host organization)	10
Of whom are women	500,35
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	963,99
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	1.017,47
Of whom are stage R1 = in most organizations corresponding with doctoral level	226,21
Total number of students (if relevant)	14.643,17
Total number of staff (including management, administrative, teaching and research staff)	2.314,76
Research Funding (figures for most recent fiscal year)	€
Total annual organizational budget	131.784.999,74€
Annual organizational direct government funding (designated for research)	3.319.441,01€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	5.171.374,46€
Annual funding from private, non-government sources, designated for research	3.752.139,44€



## 3 Actions

---

### 3.1 Introduction

To ensure the correct design, implementation and monitoring of the actions included in this action plan, the following agents are involved:

The **Steering Committee (SC)** is responsible for monitoring the implementation of the HRS4R actions. It is composed of the following members:

- Rector: Prof. Julio E. Abalde Alonso
- General Manager: Ramón del Valle López
- General Secretariat: Carlos Aymerich Cano
- Vice-rector for Science Policy, Research and Transfer (VR\_SPRT): Prof. Salvador Naya Fernandez
- Vice-rector for Teaching Staff and Planning (VR\_TSP): Prof. Alberto Valderruten Vidal
- Vice-rector for Internationalization and Cooperation (VR\_IC): Prof. Pilar García de la Torre
- Vice-rectorate for Economy, Infrastructures and Sustainability (VR\_EIS): Prof. Domingo Calvo Dopico
- Vice-rectorate for Academic Offer and Teaching Innovation (VR\_AOTI): Prof. Nancy Vazquez Veiga.

There is also a **Working Group (WG)** in charge of the design and implementation of these actions. This WG is composed of:

- Vice-rector for Science Policy, Research and Transfer (VR\_SPRT): Prof. Salvador Naya Fernandez
- Deputy to Vice-rector for Research: Federico Pomar Barbeito
- Deputy to Vice-rector for Transfer: María Sonia Zaragoza Fernández
- Director of the UDC Research Transfer Office: José Antonio Mahía Saavedra
- UDC Vice-manager for Research and Economics Affairs: Yolanda Calaza Parajes
- HRS4R Implementation Manager: Sonia Carné Padilla

Besides, the above-mentioned groups, different **Focus Groups (FG)** were created for specific consultation:

Gender balance:

- Cristina López Villar (Vice-rector for Equality, Culture and Sports and also researcher)
- María José Abad (Vice-director of the Office for Gender Equality and also researcher)



#### OTM-R Procedure:

- María Teresa García Arias (Manager of the Research Service)
- Federico Pomar Barbeito (Deputy to Vice-Rector for Research and also researcher)

#### Training and Career Development:

- Nancy Vázquez Veiga (Vice-rector for Academic Offer and Teaching Innovation)
- Rodolfo Barreiro (Director of the International Doctorate School)

#### Ethics in research and teaching:

- José Antonio Seoane Rodríguez (Former Director of the UDC Research and Teaching Ethics Committee and member of the HRS4R Working Group until 2021. Currently Prof. of Philosophy of Law).
- Pablo Arias Rodríguez (Director of the UDC Research and Teaching Ethics Committee)

### 3.2 Action Plan

The table below only shows the list of actions to be undertaken by the UDC during the **period 2022-2025**.

Please, note that some actions from the previous Action Plan 2016-2022 are still “in progress” status, so to these new actions are added all those that have not yet been finalized or that are considered by the UDC as part of its strategy in the implementation of the HRS4R and for both will continue to be carried out.

The complete Action Plan 2016-2025 is available on the [HRS4R website](#).

Table 2 Action Plan for the period 2022-2025

Nº	C&C	Title Action	Description	Timing	Responsible Unit	Indicator(s) / Target(s)
18	10 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27	Training in HRS4R and OTM-R for personnel involved in (HRS4R) for research staff, as well as staff tasks related to research, research management and recruitment	Continue with the training in the Human Resources Strategy for Researchers (HRS4R) for research staff, as well as staff directly related to research management, coordination and administration tasks. Also provide training in open, transparent and merit-based selection processes (OTM-R) for UDC personnel who carry out selection processes.  This training will be regularly reviewed and updated and it will contain an important section dedicated to recruitment processes from a gender perspective. This specific material will be elaborated by the Gender Balance Office of the UDC and the Vice-rectorate of Equality, Culture and Sports.  To best reach all staff related to recruitment tasks and engage them, this training will be available online.  *Please, note that this action is continued over time, so the established deadline is for the beginning of the activities, not for their completion	Q1 2024  (Status: NEW)	Vice-rector for Science Policy, Research and Transfer  Vice-rectorate for Teaching Staff and Planning  Administrative personnel service  University Center for Educational Training and Innovation (CUFIE)	1. Number of training sessions.  2. Number of participants.  3. Degree of satisfaction.





19	23 24	Reinforcement of the welcome service for newly recruited researchers	<p><u>Some of the first actions contemplated are:</u></p> <p>Delivery of a USB with various documentation in digital format of special interest to the newly incorporated person. These documents include all the publications made in the different phases of implementation of the HRS4R, besides the Regulations for selection and hiring of research staff, practical information on the cities of A Coruña and Ferrol, as well as on the campuses and centres of the UDC.</p> <p>This USB will be delivered by the Research Service during the signing of the UDC incorporation contract. This material will be reviewed and updated periodically.</p> <p>Preparation of guides and brochures in a digital format with practical information on carrying out procedures and bureaucratic procedures with the local, regional and national Administration. As well as practical information of a general nature, such as finding accommodation, schooling for children, job search assistance in case of relocation with a partner/family, etc.</p>	4Q 2023  (Status: NEW)	<p>Vice-rector for Science Policy, Research and Transfer</p> <p>Research Service</p> <p>Vice-rector for Internationalization and Cooperation</p>	<p>1. Number of USBs delivered.</p> <p>2. Number of collaborations with EURES and EURAXESS networks.</p> <p>3. Number of publications produced on practical aspects of living and working in A Coruña/Ferrol.</p>
----	----------	--	---	------------------------------	--	---



Collaboration with other institutions and organizations that provide mobility support services, especially EURAXESS and the EURES Network. Referral to them in cases that require.

The will of the UDC is to gradually reinforce this point since we consider it to be of the utmost importance. In fact, in the new strategic plan for the UDC (currently in the drafting phase), there appears a strategic objective directly related to the creation of a welcome service by the University's International Relations Office. It will be especially focused on students and staff from abroad.

---



20	27	Reinforcement of the Design and development of training	Q2 2023	Vice-rector	1. Number of new training proposals in initial
	28	training plan in actions in transversal skills according to		for Science	and permanent training plans.
	30	transversal skills for the needs detected after a survey of		Policy,	
	38	research staff research staff.	(Status: NEW)	Research	2. Number of people attending the activities.
	39			and	
		There is currently a magnificent training offer in soft skills available for research staff, but our objective is to strengthen it by offering innovative training ideas that meet the needs expressed by the staff.		Transfer	3. Qualitative indicators.
		Here you can consult the training offer:		Vice-rectorate for Academic Planning and Teaching Innovation	
		- Initial training plan for teaching and research staff (PDI): <a href="https://www.udc.es/en/cufie/UFA/PFI/Cronograma/">https://www.udc.es/en/cufie/UFA/PFI/Cronograma/</a>		CUFIE	
		-Permanent training plan for teaching and research staff (PDI): <a href="https://www.udc.es/en/cufie/UFA/PAE/Cronograma/">https://www.udc.es/en/cufie/UFA/PAE/Cronograma/</a>			
		-Training plan for doctoral students: <a href="https://www.udc.es/en/cufie/UFA/PAI/cronograma/">https://www.udc.es/en/cufie/UFA/PAI/cronograma/</a>			
		-Equality training plan: <a href="https://www.udc.es/es/cufie/UFA/PFOIX/">https://www.udc.es/es/cufie/UFA/PFOIX/</a>			



\*Please, note that the date set as the deadline is indicative since it is a continuous action over time and subject to the detection of new training needs and their subsequent design and implementation.

21	23 24	Bio-psycho-emotional well-being of the research staff	Promotion among the research staff of the services for improving physical, psychological and social well-being that the UDC already has.	Q3 2023	UDC Saudable	1. Number of actions to disseminate events, activities and services for research staff.
			Some of these services are not widely known by the entire UDC research community, and therefore they are not currently used extensively.	(Status: NEW)	Vice-rector for Science Policy, Research and Transfer	2. Number of users of these services/activities that belong to the research community of the UDC.
			Improve communication and visibility of these services, with the research group as a potential focus.			
			Promote the use of services such as "Afrontemos 21" (anonymous and free of charge psychotherapy sessions for the university community), as well as participation in the activities programmed by UDC Saudable (talks, courses, webinars, etc).			
			Promoting the bio-psycho-social well-being of the university community is one			



of the key points in the new strategic plan of the UDC, so possibly even more activities will be scheduled in the next period 2022-2025.

The management team of the HRS4R maintains an open line of communication and collaboration with the UDC Saudable management and is also a member of the UDC Saudable support committee, which facilitates the communication of the programmed activities, as well as the channelling of suggestions from the research staff collected through the HRS4R working group.

---

22	12	Preparation of a	After the updating of the regulations for	Q2 2023	Vice-rector for	1. Publication of the good practice guide.
	13	Guide on good	the selection and hiring of research staff		Science Policy,	
	14	practices for the	charged to Chapter VI of the UDC		Research and	2. Degree of knowledge and use of it by UDC
	15	selection and hiring	budgets and the preparation of a		Transfer	staff.
	16	of research staff	document with guidelines for their	(Status:		
	17		selection, the elaboration of a guide of	NEW)	Research	
	18		good practices that includes some		Service	
	19		necessary aspects to be taken into			
	20		account when designing and executing a		Ethics	
	21		selection and hiring process in an			
	22		adequate way is pending.		Committee	
	23					
	24		This guide includes, for example, aspects			
	25		related to the gender perspective in the			
	26		selection of research personnel.			
	27					
	28		For the preparation of this guide, we			
	29		have the collaboration of various services			
	30		and departments of the UDC, such as the			
			Office of Gender Equality, the Research			
			Service and the Ethics Committee, who			
			are also part of Focus Groups for the			
			implementation of the HRS4R.			



23	All	Dissemination of the principles of the Charter and Code (C&C) in social media and other communication channels to reach the entire research community	After the massive consultation carried out with the research community in 2022, it is necessary to give greater impetus to all those activities related to the dissemination of the contents contained in the "European Charter for Researchers" and the "Code of conduct for the recruitment of researchers".  Therefore, the dissemination and awareness actions will continue, in addition to contemplating other options such as the preparation of content for social media referring to the C&C and OTM-R principles, the creation of new specific profiles on social networks and a space/page for consultation on HRS4R in SharePoint open to the entire research community.  *Please, note that this action is continued over time, so the established deadline is for the beginning of the activities, not for their completion.	Q4 2023  (Status: NEW)	Vice-rector for Science Policy, Research and Transfer  Press & Communication Bureau	1. Number of sessions held on the principles of C&C and OTM-R processes in the UDC.  2. Number of new profiles created in specific RRSS on HRS4R.  3. Number of followers in said profiles.  4. Number of visits to the page about HRS4R in SharePoint.
----	-----	---	--	------------------------------	---	---



24	5 6 26	Creation of a Vice-management of Research Economic Affairs.	<p>In the new list of jobs approved in 2021, Q4 2022 the creation of this new vice-management focused solely on economic research matters already appears.</p> <p>(Status: NEW)</p> <p>The objective is to facilitate the research staff, as well as the research management staff, with all those bureaucratic and financial actions related to the research work.</p> <p>This new vice-management involves bringing together 14 professionals who already carried out these functions in a scattered way in the various campuses and centres of the UDC, in a single centralized space, together with the Vice-manager of research economic affairs, Yolanda Calaza, who has belonged since 2016 to the HRS4R working group.</p> <p>This new unit will be located in the central research services building (ESCI), as well as the HRS4R management, which helps to establish a communication bridge that will benefit the research staff</p>	General Management	<p>1. Qualitative indicators related to the streamlining of procedures</p> <p>2. Qualitative indicators related to the satisfaction of the research staff</p>
----	--------------	---	---	--------------------	---





25	All	New HRS4R website	<p>Creation of a new website dedicated to HRS4R or the redesign of the current structure &amp; contents, to encourage its consultation by the university community, making it more visual, dynamic and attractive.</p> <p>Reformulating the currently existing sections, including more graphic and audiovisual elements.</p> <p>presenting them more attractively and er the internal audit carried out by a :hat has already begun, it is expected that deadline given the possible scope of the</p>	Q1 2024 (Status: NEW)	Vice-rector for Science Policy, Research and Transfer  Information and Statistics Service	<p>1. Changes from the original design</p> <p>2. Number of visits to the web.</p>
----	-----	-------------------	--	--------------------------	---	---



26	2	Review and	During the application phase to the HRS4R	Q3 2024	Vice-rector for	1. Number of revised and updated publications.
	5	update	seal of excellence and the intermediate		Science Policy,	
	18	documents	evaluation phase, several documents of		Research and	2. Number of actions to disseminate the
	25	prepared in	special interest to the research staff were		Transfer	documents (for example, emailing, publications
	27	previous phases of	prepared.	(Status:		on SM and on the news section of the UDC
	28	the HRS4R		NEW)	Research	website and performance of webinars &
	30	implementation	However, some of them were written 5		Service	seminars to advertise these publications).
	31		years ago and they must be reviewed and,			
	32		where appropriate, updated.		Ethics	
	34				Committee	
	35		Moreover, after reviewing the results of			
			the survey of the research staff of the UDC,		Gender	
			a strong lack of knowledge of these		Equality Office	
			materials at their disposal is detected.			
			Therefore, the objective is not only to			
			review and update them but also to			
			maximize their dissemination and use			
			among the research community.			
			<u>These are the documents subject to</u>			
			<u>review and/or updating:</u>			
			Welcome Manual (also the video), Code of			
			Ethics for Research at the UDC, manual of			
			good research practices, a guide for the			
			development of the academic professional			
			career at the UDC and the guide for			
			alternative professional careers.			



In addition to these documents, all documentation related to the recently approved Selection and Hiring Policy for research staff will be periodically reviewed.

All documents will be reviewed from a gender perspective



Table 3. Timing for actions

Nº	Title Action	2022		2023				2024				2025			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
18	Training in HRS4R and OTM-R for personnel involved in tasks related to research, research management and recruitment														
19	Strengthening of the welcome service for newly recruited researchers														
20	Reinforcement of the training plan in transversal skills for research staff														
21	Bio-psycho-emotional well-being of the research staff														
22	Preparation of a Guide on good practices for the selection and hiring of research staff														
23	Dissemination of the principles of the Charter and Code (C&C) in social media and other communication channels to reach the entire research community														
24	Creation of a Vice-management of Research Economic Affairs														
25	New HRS4R website														
26	Review and update documents prepared in previous phases of the HRS4R														



## 4 Implementation

---

The main bodies overseeing the process are the **Steering Group (SG)** and the **Working Group (WG)**. We have also created four **Focus Groups (FG)** for specific consultations in Gender Balance, OTM-R Procedure, Training and Career Development and Ethics in Research and Teaching. It is intended, after the submission of our HRS4R strategy for evaluation, to continue with this management structure with no major changes in their roles, responsibilities and members. Besides, in 2021 a specific position of HRS4R Manager was created to coordinate the whole process.

To ensure that the last implementation and the design of the next Action Plan are in line with what the evaluators will analyze during the study visit, UDC has been supported by an external reviewer acting as an auditor of the whole process. In this way, the HRS4R Manager would lead the implementation of the seal of excellence, coordinating the SG and WG, as well as the FGs when necessary. If needed, the role of an external auditor would continue to be used to ensure the maximum effectiveness of the process. This way of working has proved to be effective in meeting the objectives we internally set ourselves.

The performance of the University of A Coruña regarding the proposed Action Plan will be evaluated internally every year. To this end, **the research community will be consulted** and the possibility of extending this consultation to other stakeholders of special interest to the UDC, such as the non-academic sector of the region, will be considered.

Thus, the implementation of the HRS4R seal has been a **dynamic and collaborative process**, and one which will always take into consideration the real needs of the R+D+i environment for which the University of A Coruña is a key pillar for its growth and development.

