

Internal Review

Case number: [2019ES383405](#)

Name Organisation under review: University of A Coruña

Organisation's contact details:

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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 *	1.231,69
Of whom are international (i.e. foreign nationality) *	25,5
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	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 organisations corresponding with postdoctoral level *	1.017,47
Of whom are stage R1 = in most organisations 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 organisational budget	131.784.999,74€
Annual organisational direct government funding (designated for research)	3.319.441,01€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5.171.374,46€
Annual funding from private, non-government sources, designated for research	3.752.139,44€

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

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.



2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four 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.

<p>Ethical and professional aspects:</p> <p>Strengths and Weaknesses:</p> <p>Strengths:</p> <p>The University is deeply involved in providing the research staff with the necessary tools to facilitate ethical research work. In addition, the university has a gender equality office and a unit for attention to diversity that actively works to detect and resolve possible obstacles to professional careers for reasons of gender, age, disability, ethnic or religious minority, etc.</p> <p>Weaknesses:</p> <p>According to the results obtained from the survey to the research community (*please find more detailed information about the survey in the chart below) the UDC Research Code of Ethics continues to be generally unknown by the research community, which is a handicap for the university since the workgroup in charge of it made a great effort to develop and disseminate it, but its use and knowledge have not widely reached its target.</p> <p>The same happens with the Good Practice Research Manual, elaborated by the same group, also posted on the HRS4R website since 2019 and disseminated through the research community but still quite unknown.</p> <p>Both documents will be reviewed and updated during the next period 2022-2025 (please see action 26).</p>
<p>Remarks (max 500 words)</p> <p>In March 2022 a survey was sent to all research staff, research assistants and technical and management staff related to research. It was necessary as since 2016 (previous to gap analysis) no survey was massively sent to all staff involved in research activities.</p> <p>The survey was created by the HRS4R implementation manager through the Microsoft tool "Forms". It was available in English, Spanish and Galician language. It was sent by email along with a brief explanation of the HRS4R and some basic instructions to fill in it (also in the same 3 languages).</p> <p>This questionnaire included 14 questions directly related to the given name to the actions gathered in the Action Plan stated in 2017. In each item, participants must choose a score on a Likert scale according to their level of knowledge about that specific action and how the University is working on it and the level of importance/relevance for them.</p> <p>The survey was available on the HRS4R dedicated page on the UDC website and was also directly emailed to all research community members on March 9th. A reminder was sent on the 19th of April and the deadline for replies was the 22nd of April.</p> <p>The total number of recipients of the survey was 2004, and the total of replies received was 192. The survey was anonymous but collected a few data concerning age range, professional category and gender.</p>

For further details on the survey results, please, click on this [link](#)

Recruitment and selection:

Strengths and Weaknesses:

Strengths:

The University is strongly committed to improving the working conditions of research personnel and for this reason has drawn up the new regulations for the selection and hiring of personnel charged to projects, following the recommendations of the European Commission regarding selection processes that observe the principles of openness, transparency and based on merit (OTM-R).

This aspect was highly valued in the survey of research staff and that is why, given its importance, the University implements monitoring tools for compliance with this new regulation as well as providing tools to the people involved in these processes so that they can carry them out in the best possible way. For this reason, a visual guide has been designed to publish offers in EURAXESS, specific training is being designed for personnel with tasks related to the selection and hiring of research staff, and information sessions are being held and will continue to be held on the importance of how to proceed when recruiting staff.

Weaknesses:

Due to some inconveniences that occurred both within the University and at the national/international level, the elaboration, publication and implementation of the current OTM-R Policy were delayed. Therefore, at this time we have little data regarding the success in the application of this new regulation for the selection and hiring of personnel related to research and contracted under projects.

However, this does not mean that before approving this regulation, the principles of openness, transparency and merit-based recruitment were not being followed, but rather that the regulation was outdated and it was necessary to have a legislative framework for the actions that were already being carried out by the University.

Remarks (max 500 words)

The implementation of this new regulation is still in its first steps, as it had to be postponed due to strong modifications in the National Labour Regulation and Science Law at the national level that directly affected the way Universities recruit and hire research staff. Elaboration of a new regulation for recruiting and hiring research staff will make all these processes more open, clear and transparent for candidates and recruiters.

Working conditions:

Strengths and Weaknesses:**Strengths:**

The University of A Coruña is very young and dynamic, so its research centres and specialization campuses are also very young, which means that both the equipment and the available infrastructures are new, with the acquisition of new materials being a constant which has a positive impact on the daily work of the research staff.

In terms of salary competitiveness, the UDC is one of the Spanish institutions that offer the highest remuneration to research staff, with some of its programs to attract talent, such as the Intalent Program, which offers a salary well above the sector average, in addition, to take advantage of regional programs such as Oportunius of the Xunta de Galicia, which offers high remuneration to its participants.

The UDC offers a salary supplement to the beneficiaries of the Ramon y Cajal grants, awarded by the Ministry of Science and Innovation to researchers of the highest international excellence.

The University offers the possibility of stabilization to the beneficiaries of European grants from the ERC, Beatriz Galindo and Ramón y Cajal grants.

In addition, the researchers have at their disposal various specialized services that may be useful to them, such as the Research Results Transfer Office, which has a staff of 17 highly qualified professionals in the field of advice on fundraising and drafting of proposals, management of national and European projects, innovation service and creation of spin-off as well as technical support in the processing of patents and protection of intellectual property.

Weaknesses:

All aspects related to working conditions are of the utmost importance for the research staff as they were appointed in the survey (*please find more detailed information about the survey in the chart below), but the measures taken by the University to guarantee these optimal conditions are still largely unknown. Therefore, it is necessary to give a strong boost to the dissemination actions of the new measures approved by the University's Governing Board.

It is necessary to publicise more about the living and working conditions offered by the University of A Coruña (work-family balance, flexibility, the possibility of telecommuting, competitive salary and top-quality equipment and infrastructure, among others) in order to attract more national and international talent.

Remarks (max 500 word

Due to the new National Labour Regulation approved by the Spanish Government, last 31st December 2021 and some modifications recently made to the National Science Law, some working conditions for the University staff have improved, mainly those related to the type of contract being, from then on, most of them permanent.

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Training and development:**Strengths and Weaknesses:****Strengths:**

The HRS4R working group produced 2 guides related to professional development:

- [Professional careers at the University of A Coruña.](#)
- [Alternative professional careers.](#)

Both were elaborated, approved and published on the HRS4R website before the interim assessment of 2019.

Some new ideas to carry out during the next period are:

- Design of a new training plan on soft skills for researchers and other staff related to research in collaboration with the International Doctorate School.
- New training course for staff involved in recruiting tasks. This course will be available for all UDC staff that may be interested and it will be updated when needed.

*The content of these new training courses is being designed in collaboration with the Gender Equality Office to include a gender perspective

Weaknesses:

Due to some unexpected circumstances these training actions have not been delivered yet, as was our wish, but are already planned as new actions in the Action Plan 2022-2025 (Actions 18 and 20). According to the results of the survey, training and development actions were valued as a priority by the research community (*please find more detailed information about the survey in the chart below).

Remarks (max 500 words)

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

The UDC is specially focused on guaranteeing the **stability of the research staff**. New regulation for contracting has recently been approved and implemented where one of the main changes is the prioritization of permanent contracts.

We are also interested in attracting the best research talent, broadening our scope to international markets, and trying to offer attractive conditions to the best international researchers. Being a holder of the HR Excellence in Research Award is something that strengthens our position among other research centres and institutions to achieve this objective.

Another is the current focus on **gender perspective**. Adding this perspective to all recruitment processes is a must and a specific training course is carefully being designed by the Gender Balance Office and the HRS4R working group to provide professionals involved in recruiting activities with resources and specific information regarding this important issue. Meanwhile, a Guidelines document on recruiting research staff under gender perspective will be shortly available on the HRS4R dedicated page and it will be disseminated among the research community.

After analysing the results from the survey sent in March 2022 to the research community, we have realised the **R1 group** is not much aware of HRS4R and HR policy in general, so it is mandatory to focus on this target for the next coming period.

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

Due to major changes in the Labour Regulation approved by the Spanish Government and also some modifications to the Science Law directly affecting the hiring of research staff, some decisions and documents ready to be implemented in the UDC have suffered an important delay.

To face this, a dedicated working group was constituted and worked very hard in reformulating the UDC recruiting and hiring policy and regulations to align with both Spanish Government Law and European Commission recommendations.

The result is the updating of the regulations for the hiring of research personnel charged to projects and programs budget, an action that is already a priority for the UDC and that, given the current circumstances, has aroused greater interest on the part of the university community.

Some unexpected events as the COVID-19 pandemic situation also affected the delay of the elaboration and implementation of this updated regulation.

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

All HRS4R guidelines and OTM- R principles are present in the new UDC Strategic Plan for 2022-2026. Some objectives set in the Strategy are completely aligned with the HRS4R guidelines. **These 2 strategic objectives are:**

1. **Strategic Objective:** Efficient, responsible and transparent management of public resources.

- Operational objective 2. Design and implementation of HRS4R human resources recruitment, selection and promotion programs.

*Action: OE5_Eco_op2_P1: Implementation of the HRS4R Program.

2. **Strategic Objective:** To improve the processes of selection, promotion and consolidation of the teaching and research staff in the institution, favouring the development of its research career.

- **Operational objective 1:** To improve the processes of promotion and consolidation of the research staff in the institution.

*Action: Elaborate in coordination with all the Vice-rectorates involved, a map of present and future teaching/research needs, to guarantee adequate generational change.

• **Operational objective 2:** To improve the recruitment of pre-doctoral and post-doctoral researchers.

* Action: Coordinate requests for talent recruitment figures with the map of needs drawn up.

• **Operational objective 3:** Strengthen support and training services for researchers.

*Action: Encourage training courses for researchers and support staff.

• **Operational objective 4:** To promote the development of the research career of the PDI belonging to the areas of knowledge in which the need to improve the indicators of scientific production is detected.

*Action: Review the internal regulations of the UDC, to assess the existence of possible impediments to the development of those areas with low scientific output.

• **Operational objective 5:** Align staff policies with the guidelines for the HRS4R logo.

*Action: Adapt the procedures for selecting/hiring researchers to new legislation following the guidelines of the HRS4R logo.

As the new UDC Strategic Plan is being designed at the same time as the new Action Plan for HRS4R is being elaborated, the 2 documents need to be aligned. The Government Board of the University is an active part of the development of the HR Strategy for Researchers and is strongly committed to embedding all the principles gathered in the Charter and Code in the internal running of the Institution. The Government Board of the University is willing to offer all necessary resources to achieve this objective.

The Strategic Plan for the 2022-2026 period is scheduled to be approved by the Government Board of the UDC in late July and it will be published on the UDC website in September.

3. Actions

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

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

- ☐ 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) ☐ 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
- ☐ 32. Co-authorship ☐ 33. Teaching ☐ 34. Complaints/ appeals ☐ 35. Participation in decision-making bodies ☐ 36. Relation with supervisors
- ☐ 37. Supervision and managerial duties ☐ 38. Continuing Professional Development ☐ 39. Access to research training and continuous development
- ☐ 40. Supervision

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
Action 1: Awareness of the Charter & Code and alignment of all institutes	All	Q4 2020	Vice-rector for Science Policy, Research and Transfer	1. Specific working group established to develop Action 2. Number of HRS4R delegates recruited. 3. Number of informative sessions. 4. Number of participants in HRS4R briefings. 5. Institutes' strategic plan containing action to fulfil the HRS4R UDC Action Plan.	Completed	<p>This action has been developed throughout the whole five-year period, although it has been reinforced in the last year due to the incorporation of the new role of HRS4R implementation manager.</p> <p>KPIs:</p> <p>1. This action is the responsibility of the whole HRS4R Working Group, so finally, no specific subgroup was created.</p> <p>2. There are 9 delegates (one or two for each specialization campus and research centre). They have the role of taking the HRS4R messages, news and main actions implemented to the different campuses and research centres. Here is the list: https://www.udc.es/en/investigacion/hrs4r/delegado/</p> <p>3. The HRS4R implementation manager in 2021-2022 delivered 4 sessions addressed to research and assistant staff at centres and campuses. All the sessions were delivered online and onsite. Here is the list of all sessions delivered</p> <p>She also held 5 meetings with the delegates of the research centres and specialization campuses of the UDC to give them updated information, establish communication channels and procedures and introduce the new HRS4R Working Group.</p> <p>4. 119 people attended the informative sessions at the Research Centres and 8 delegates attended the meetings.</p> <p>5. The University of A Coruña has 4 research centres each of which has a strategic plan following the C&C principles and implementing OTM-R processes.</p>

						<p><u>Please, click on the links below to access the strategic plan and HRS4R-related info in each centre:</u></p> <p>CICA:</p> <p><u>HRS4R dedicated page:</u></p> <p>Strategic Plan: The strategic plan is currently in an advanced draft phase, pending approval and publication on the web. The provisional version already includes specific mention in strategic axis 3.3 "staff welfare plan".</p> <p>CITIC:</p> <p><u>HRS4R dedicated page:</u> <u>Strategic Plan 2017-2020:</u> <u>Strategic Plan 2021-2025:</u></p> <p>CIT/CIF:</p> <p>The current <u>website</u> will shortly be updated after the redefinition of the new strategic lines of the technological centre of the Industrial Campus. We are right now in a period of transition for the creation of the centre (CITENI).</p> <p>Thus, the new Strategic Plan is currently being designed. As soon as it will be approved and published, this information will be updated.</p> <p>CITEEC:</p> <p><u>HRS4R dedicated page:</u> <u>Strategic Plan:</u></p>
Action 2: Write and disseminate the "UDC Ethical code of research"	2	Q4 2018	Vice-rector for Science Policy, Research and Transfer	1. Specific working group established to develop Action 2. 2. Benchmarking of ethical code of research of outstanding research centres and Universities to identify the topics that	Completed	<p>The HRS4R working group completed this action before the interim assessment of 2019.</p> <p>KPIs:</p> <p>1. Specific working group composed of the UDC Ethics in Research Committee members.</p> <p>3. The UDC Ethics in Research Committee manager elaborated the UDC Ethical code of research draft. He was a member of the HRS4R working group and coordinated all tasks related to this action.</p>

				<p>should be included in the code.</p> <p>3. Writing the draft of the code.</p> <p>4. Approval of the draft by the ethical committee, working group and governing board.</p> <p>5. Ethics Code published online and included in Welcome Manual.</p>		<p>4. After reviewing the draft and making some suggestions, it was approved by the working group, by the Ethical Committee and later it was approved by the UDC Government Board on February 27th 2019.</p> <p>5. It was <u>published online on the HRS4R website</u>.</p>
Action 3: Write and disseminate the "UDC Guidelines and Procedures for Good Research Practice"	5 32	Q1 2019	Vice-rector for Science Policy, Research and Transfer	<p>1. Specific working group established to develop Action 3.</p> <p>2. Benchmarking of best practices of research of outstanding research centres and universities to identify the topics that should be included in the code.</p> <p>3. Writing the draft of the guidance.</p> <p>4. Approval of the draft by the research committee, working group and Governing Board.</p> <p>5. Good</p>	Completed	<p>The HRS4R working group completed this action before the interim assessment of 2019.</p> <p>KPIs:</p> <p>1. Specific working group composed of the UDC Ethics in Research Committee members.</p> <p>2. Initially, a benchmarking of the best practices of research was prepared in order to identify the topics to be included in the Code.</p> <p>3. The working group (with the counselling of an external expert) developed and published on the HRS4R website the UDC Guidelines and Procedures for Good Research Practice so the UDC completed this action before the Interim Assessment of 2019.</p> <p>4. The UDC Guidelines and Procedures for Good Research Practice was validated by the Working Group and the Research Committee.</p> <p>5. The UDC Guidelines and Procedures for Good Research Practice was <u>published on the HRS4R website</u> and it will be reviewed and updated (if necessary) along the next period 2022-2025.</p>

				practice handbook		
Action 4: Define a strategy to protect all the research data, including sensitive biomedical data.	7	Q2 2020	Management Vice-rectorate for Economy, Infrastructures and Sustainability	<p>1. Specific working group established to develop Action 4.</p> <p>2. Global agreement with a provider of data storage.</p> <p>3. Identify researchers that use personally-sensitive data.</p> <p>4. Survey the real needs of data storage in the different departments.</p> <p>5. Define a strategy based on the accomplishment of the previous indicators.</p> <p>6. Publish the guidance online, and include it in the Welcome Manual.</p>	In Progress	<p>All related information is available on the dedicated website: https://www.udc.es/es/gobierno/equipo_reitoral/secretaria/proteccion-de-datos/</p> <p>Regulations about data protection: https://www.udc.es/es/gobierno/equipo_reitoral/secretaria/proteccion-de-datos/normativa/</p> <p>KPIs:</p> <p>1. Before the interim assessment of 2019 it was created the role of “Data Protection Delegate” at the UDC. The person in charge is Luz María Puente Alba.</p> <p>2. An agreement was established with Microsoft to provide data storage on One Drive for the whole academic community.</p> <p>3. All researchers who have any doubts or questions regarding data protection or information security send their questions directly to the heads of the 2 competent units in this matter: José Antonio Pizarro as head of Information Security and Luz María Puente as data protection delegate of the UDC, although there is no record as such of those who have contacted these units.</p> <p>4. From the direction of the research groups, the needs of each group in this area are surveyed. In the event of detection of any unmet need, it is referred to those responsible for the information security and data protection units.</p> <p>5. The Information Security Department of the UDC, which reports directly to the Rector, prepares the rules and regulations relating to information security. On its <u>website</u> you can consult the various regulations in force, as well as other types of documentation.</p> <p>Besides, for the past 3 years, both the information security director and the data protection responsible at the UDC have been providing online and onsite training to administration and services staff, as well as to teaching and research staff in both subjects. In addition to training, short videos are currently being produced in the form of informative pills for self-consumption by researchers interested in this matter.</p> <p>6. The data protection unit has drawn up a data protection guide for research that will soon be published on the UDC website. It is pending review and input from the Ethics Committee of the UDC, which has recently changed its structure, so it has not been possible to finalize it before. It is expected that in the summer it will be published on the UDC website.</p>

						Likewise, the responsible for data protection at the UDC is a member of the data protection working group at the CRUE (Conference of rectors of Spanish universities) which is preparing a guide for the protection of research data. This guide is also scheduled for completion and publication in the summer of 2022.
Action 5: Design a training Plan on C&C: new courses and activities for awareness of various principles and reinforce courses.	3 5 8 14 27 28 31 32 37 38 40	Q3 2019	Vice-rector for Teaching Staff and Planning Vice-rectorate for Academic Offer and Teaching Innovation	1. Specific working group established in an initial stage of training as part of awareness development Action 5. 2. Quick survey to prioritize the most highly-demanded topics. Online courses resembling MOOCs to raise awareness. 3. Awareness-raising; research new seminars programmed on: TT & IP, GP for selection committee procedures, Gender, Team management, transversal skills, project manager, entrepreneurship, etc. 4. Reinforced courses programmed.	In Progress	<p>This action has been merged with action 6 due to the overlap detected between them since some training was provided through the International Doctorate School which provides researchers with several courses (including reinforcement courses) that cover different topics.</p> <p>The University of A Coruña through the University Center for Educational Training and Innovation (CUFIE) offers a wide variety of educational actions focused on different target groups, such as:</p> <ul style="list-style-type: none"> - <u>Training on Digital Competency of the University Library</u>: searching and using information for PhD, strategies to increase visibility and impact for research results. - <u>Transversal Training for young researchers</u>: organized by CITIC and open to researchers from all research institutes, covering research results protection, outreach and visibility of research results, and research career in Galicia. - <u>Academic and professional orientation</u>: scientific production visibility, research results protection, funding for PhD training and specialization, ERC and Marie-Sklodowska-Curie grants. - <u>PhD students Welcome Conference</u>: doctorate studies presentation, funding and specialization for PhD students, scientific production visibility. An HRS4R presentation was delivered by the HRS4R manager in 2021 and it is expected to schedule it also for the coming years in order to raise the awareness of this target group on the C&C principles. - <u>Permanent training for teaching & research staff</u>: - <u>Initial training plan for teaching & research staff</u> - <u>Gender training for teaching & research staff</u> <p>KPIs:</p> <ol style="list-style-type: none"> 1. There is a Focus Group for this action and all matters related to training and career development composed of the Director of the International Doctorate School (IDS) and the Vice-rector for Academic Offer and Teaching Innovation. 2. A quick survey is performed periodically at the end of each academic course to identify the most demanded topics from researchers. 3. The training offer for research and teaching staff is available on this link.

						4. On the IDS website are available all the training courses .
Action 6: Strengthen the Doctorate School.	13	Q3 2019	Vice-rector for Teaching Staff and Planning Vice-rectorate for Academic Offer and Teaching Innovation	1. Specific working group established to develop Action 6. 2. New activities defined at the Doctorate School. 3. Procedures revised.	In progress	<p>This action has been merged with action 5.</p> <p>The Doctorate School, as described in the previous action, includes a variety of different activities covering multiple skills.</p> <p>KPIs:</p> <p>1. There is a Focus Group for this action and all matters related to training and career development composed of the Director of the International Doctorate School (IDS) and the Vice-rector for Academic Offer and Teaching Innovation.</p> <p>2. On the IDS website are available all the mobility grants, offered activities and training courses.</p> <p>3. All regulations related to the IDS are available on this link. Some of them have been recently updated such as the Regulation of doctoral studies of the UDC, the Regulation of the IDS and the Code of good practice of the IDS among others.</p>
Action 7: Boost the UDC's Chair of scientific outreach.	9	Q2 2020	Vice-rector for Teaching Staff and Planning	1. Specific working group established to develop Action 7. 2. Perform a kick-off meeting with all the stakeholders implicated, under the guidance of the Chair of scientific outreach, CICA and CITIC communication officers, and the Working Group, to define the clear objectives and indicators to accomplish this	Completed	<p>During the previous period, some decisions have been taken by the Vice-Rectorate for Students, Participation and University Extension including a section for Cultural and Scientific Outreach.</p> <p>The department manager is Cristina Naya and from there she schedules and disseminates many scientific outreach activities.</p> <p>The UDC and its research centres welcome visits from schoolchildren to its facilities, in addition to organizing awareness talks on STEAM professional careers for high school students.</p> <p>They also organize a multitude of dissemination activities open to anyone interested, normally taught by researchers from the centre itself but also inviting leading researchers in the sector from outside the UDC.</p> <p>Besides, they organize and take part in many outreach events in order to present to society their scientific work and achievements. Some examples are the G-Night and the Science Day on the streets.</p> <p>KPIs:</p> <p>2. Meetings held between the WG and the outreach responsables at research centres (CICA and CITIC) and also with the Chair of scientific outreach.</p>

				<p>action.</p> <p>3. Clearly define the UDC Budget for outreach activities.</p> <p>4. Set an outreach global biannual action plan, with someone responsible for each action.</p> <p>5. Make the UDC outreach activities available on the web page and social media.</p>		<p>3. Specific budget for outreach activities is set in the UDC annual general budget. In this link, you can consult the budgets of the UDC until this year</p> <p>4. Regulations.</p> <p>5. On the dedicated website you can consult all outreach activities.</p> <p>There are also a lot of scientific outreach activities organized by the 4 research centres of the UDC:</p> <ul style="list-style-type: none"> • CICA: https://cica.udc.gal/es/noticias/categoria/1 • CITIC: https://citic.udc.es/en/news-divulgation/ • CIT (Ferrol Campus): https://cit.udc.es/ultimas-noticias/ • CITEEC: https://www.agrupacionciteec.udc.es/cursos/ <p>In total, in the period between 2017 and 2022, a total of 635 outreach activities were carried out by these 4 research centres. Please, click on the link to access the data. For more detailed information about these activities in each centre, please just let us know.</p> <p>Both the UDC in its general profiles and the research centres in their profiles on social media widely publicize all scheduled outreach activities.</p> <p><u>UDC SM profiles::</u></p> <ul style="list-style-type: none"> • Twitter • Facebook • LinkedIn • Instagram <p><u>Research centres SM profiles:</u></p> <ul style="list-style-type: none"> • CICA: Twitter Facebook LinkedIn • CITIC: Twitter Facebook LinkedIn • CIT (Ferrol Campus): Twitter • CITEEC: Twitter Facebook LinkedIn

Action 8: Design the performance of periodic evaluations of the research groups.	11	Q4 2019	Vice-rector for Science Policy, Research and Transfer	<p>1. Specific working group established to develop Action 8.</p> <p>2. Perform a high-level meeting to discuss the inclusion of these criteria into the UDC regulation.</p> <p>3. Definition of the evaluation's scope and procedures.</p> <p>4. Include these criteria in the UDC regulation.</p> <p>5. Trend in the number of Evaluations</p>	In progress	<p>The UDC is currently completing the modification of its evaluation system for the research activity of its groups.</p> <p>For this, and following the suggestions received from the State Research Agency https://www.aei.gob.es/en (external agent in charge of the evaluation), the Office of the Vice-Rector for Scientific Policy, Research and Transfer prepared a working document with the guidelines that will regulate the new system evaluation.</p> <p>The Research Commission, delegated by the Governing Council, is the body in charge of drawing up the new regulations based on these guidelines. After discussing the subject in meetings of the Commission and with a continuous flow with the Vice-rectorate, currently, an almost definitive document with the approval of the State Research Agency is available, and that will be approved by the UDC (and published on the website) in the coming weeks.</p> <p>KPIs:</p> <p>1. The Research Commission is the working group for this action.</p> <p>2. This issue was discussed in several meetings, the last one is scheduled for the end of June 2022.</p> <p>3. The criteria and procedures will be specified in the regulations when they are approved.</p> <p>4. These criteria have already been included in the UDC regulation (pending final approval by Governing Council).</p> <p>5. The number of evaluations is supposed to grow because it is linked to the possibility of receiving funding to go under evaluation.</p>
Action 9: Update the regulation of extra-budgetary researchers recruiting.	12 13 14 15	Q2 2020	<p>Vice-rector for Science Policy, Research and Transfer</p> <p>General Management</p> <p>Research Service</p>	<p>1. Specific working group established to develop Action</p> <p>2. Perform a high-level meeting to discuss the different sensibilities of the departments regarding these</p>	Completed	<p>Due to the overlap with action 10, both actions have been merged.</p> <p>Since action 9 could be considered a sub-part of action 10, the working group, presided by the Vice-rector for Science Policy, Research and Transfer, decided to join both actions to provide a broader view of the regulation associated with action 9.</p> <p>Please, see KPIs for both actions in the chart below (Action 10).</p>

				criteria. 3. Elaboration of the regulation. 4. Approval of the regulation. 5. Make the regulation available online. 6. Apply this regulation to UDC.		
Action 10: Revise regulations, and write the "UDC Code of conduct for the recruiting of researchers". Advertise all researcher vacancies on EURAXESS.	12 13 14 15 16 17 18 19	Q2 2020	Vice-rector for Science Policy, Research and Transfer General Management Research Service	1. Specific working group established to develop Action 2. Perform a high-level meeting to discuss the different sensibilities of the departments regarding this criterion. 3. Elaboration of the regulation. 4. Approval of the regulation. 5. Make the regulation available online. 6. Apply this regulation to UDC.	Completed	<p>Please, note that this action has been merged with action 9 because the regulation associated with both actions is directly related and it was considered more operative to work on a single regulation that includes both aspects.</p> <p>In 2019, just before the interim assessment, the former working group along with the Research Service elaborated a draft of the OTM-R Policy. The document was named "UDC Code of Conduct for the Recruiting of Researchers" and an internal draft version was introduced to the EURAXESS evaluators.</p> <p>In 2021 after reviewing all recommendations from The European Commission on the OTM- R principles and after the constitution of a new working group, we decided to start again from the beginning and design a package of documents that gathers all regulations, principles and good practices regarding OTM- R processes. The result is:</p> <ul style="list-style-type: none"> - The recently approved and published <u>Regulations of research staff hiring</u>. -The <u>General Guidelines for research staff recruiting</u>. - The ongoing preparation of a Guide on Good Practices for the selection and hiring of research staff (expected to be completed by June 2023) - It has also been elaborated a guidelines documents on <u>how to post on EURAXESS</u>: to facilitate the task of the people responsible for it. <p>KPIs:</p> <ol style="list-style-type: none"> 1. Specific focus group for this action is composed of the manager of the Research Service and the Deputy to the Vice-Rector for Research. 2. Some meetings have been held among all departments involved in the design and validation of the regulation, such as legal advice department, Research Service, Vice-rectorate for Science Policy, Research and Transfer.

						<p>3. The Regulations of the research staff hiring document were elaborated by the Research Service Manager and the Deputy to Vice-Rector for Research.</p> <p>4. It was approved by the Government Board of the UDC in April 2022.</p> <p>5. It is available in English, Spanish and Galician languages on the UDC website: https://www.udc.es/en/investigacion/hrs4r/otmr/</p> <p>6. Here is the link to Electronic Board where all hiring calls for staff contracted under projects budget are posted and the link to EURAXESS profile where these same calls are posted in English. Please, note that the UDC holds more than one EURAXESS profile, so calls could have been posted in a profile different than the given one. In case you may need more detailed information please do not hesitate to contact the HRS4R manager.</p>
Action 11: Design professional career at UDC.	28	Q2 2018	Vice-rector for Science Policy, Research and Transfer	<p>1. Specific working group established to develop Action</p> <p>2. Career framework published and disseminated.</p> <p>3. Grants improved.</p>	Completed	<p>As previously explained in Actions 5 & 6, the International Doctorate School at the UDC organizes every year at the beginning of the academic year a welcome day for new doctoral students, where they are explained, among other issues, aspects related to the progression of the academic and research career within the UDC.</p> <p>In addition, it designs training plans targeted to this same group: https://udc.es/en/eid/formacion/pai/ and https://udc.es/en/eid/formacion/pftxi/, and also academic and professional guidance sessions: https://udc.es/en/eid/formacion/ciclo_xornadas/</p> <p>Please, note that the above links to the UDC website are still pending of English version. Some of the pages are currently being translated.</p> <p>KPIs:</p> <p>1. The HRS4R working group elaborated the “Design professional career at the UDC” document and completed this action before the interim assessment of 2019.</p> <p>2. This document was published and was made publicly available at the HRS4R website: https://www.udc.es/en/investigacion/hrs4r/carreira-profesional/</p> <p>It is expected to be reviewed and updated during the next Action Plan 2022-2025.</p>
Action 12: Elaborate a map	18 25	Q3 2018	Vice-rector for Science	1. Specific working group	Completed	<p>KPIs:</p>

for “Alternative professional careers for UDC researchers” and review the mobility grants for researchers.	28		Policy, Research and Transfer Vice-rector for Internationalization and Cooperation Vice-rectorate for Academic Offer and Teaching Innovation	established to develop Action 2. Career framework published and disseminated. 3. Grants improved.		<p>1. The HRS4R working group elaborated the “Alternative professional careers for UDC researchers” document and completed this action before the interim assessment of 2019.</p> <p>2. This document was published and was made publicly available at the HRS4R website: https://www.udc.es/en/investigacion/hrs4r/carreira-alternativa/</p> <p>It is expected to be reviewed and updated during the next Action Plan 2022-2025.</p>
Action 13: Elaborate a “Map of access to the UDC infrastructures” including a “Catalog of outstanding scientific and technical nets of interest for the UDC”	23	Q1 2020	Vice-rector for Science Policy, Research and Transfer Vice-rectorate for Economy, Infrastructures and Sustainability	1. Specific working group established to develop Action 2. Compile an exhaustive list of the infrastructures present or available at the UDC. 3. Build a database of the current research infrastructures, build a platform to host the database, and make it accessible online.	Completed	<p>The Map of the Scientific-Technological Structures of the University of Coruña has as general objective to obtain an X-Ray of the current situation of the research capacity of the University and also of the main infrastructures and equipment currently present in the UDC and in this way to create the bases on which to establish an R&D&i Strategy that contributes to increasing the sustainability and efficiency of the University research system.</p> <p>KPIs:</p> <p>1. Members of the HRS4R WG worked along with the Vice-rector for Infrastructures and Sustainability with the cooperation of responsible people from each research centre, school and building.</p> <p>2. Before the interim assessment of 2019, the HRS4R working group prepared a catalogue of infrastructures available at the UDC. This catalogue can be consulted on this link. Please note the catalogue is not available in English yet.</p> <p>3. Also an online platform is being used to locate and request access to these infrastructures. At the moment the platform includes most of the infrastructures available but it is expected that the remaining infrastructures will be shortly included. The online platform is available at: http://espazos.udc.es. Please note that this platform is available only to the academic community at the UDC.</p>
Action 14: Implement INTALENT program for attracting talented researchers	14 15 26	Q3 2017	Vice-rector for Science Policy, Research and Transfer	1. Contact Inditex officers to set the INTALENT Program Implementation scenario. 2. Increase the number of INTALENT	Completed	<p>The InTalent Program (an internal program for post-doc research recruitment) has been successfully implemented with 6 post-doc researchers recruited since 2017.</p> <p>There is a public website with all the relevant information about the program including an introduction of the InTalent Researchers</p> <p>Also, a short video has been produced to explain the details of the InTalent program:</p>

				grants.		<p>KPIs:</p> <p>2. The UDC has signed an agreement with Inditex in 2022 to extend this initiative for another 5 years. This means an additional budget of €1.5m and the hiring of 15 new researchers:</p> <p>1st edition (2016-2021) = 6 granted researchers. Budget: €1,45m 2nd edition (2022-2026) = 15 granted researchers. Budget: €1,5m</p> <p>*Although this action appears with a “completed” status, it is actually still in progress due to the renewal of the agreement with Inditex.</p>
Action 15: Write the “UDC Researcher Welcome Manual”	27 28 30 31 34 35	Q2 2019	Vice-rector for Science Policy, Research and Transfer	<p>1. Specific working group established to develop Action</p> <p>2. Perform a kick-off meeting with all the stakeholders implicated, under the guidance of the Vice-rector for Science Policy, Research and Transfer, communication officers, and working committee, IT, FEUGA and FUAC officers to define the clear objectives, timeline and indicators to accomplish this set commissions and to write the different sections included in the manual.</p> <p>3. Film the</p>	Completed	<p>The HRS4R working group elaborated the “UDC Researcher Welcome Manual” document and completed this action before the interim assessment of 2019.</p> <p>KPIs:</p> <p>1. The UDC Researcher Welcome Manual has been developed under the guidance of the Vice-rector for Science Policy, Research and Transfer and the working group.</p> <p>2. Also, relevant stakeholders, such as FEUGA and FUAC, have been included in the definition of the document.</p> <p>3. The UDC Researcher Welcome Manual was approved by the UDC Government Board on February 27th 2019. Then the video was recorded and subtitled in the 3 languages.</p> <p>4. The Welcome to the UDC for research staff manual and video are both available on the university website in English, Spanish and Galician languages: https://www.udc.es/en/investigacion/hrs4r/manual-benvida/</p> <p>This manual and video will be reviewed and updated (if necessary) during the next period 2022-2025.</p> <p>The objective of the University is to continue and strengthen the welcome plan for research staff. Please, see action nº19.</p>

				online course 4. Make the course and documentation available online		
Action 16. New course on OTM-R for researchers and administrative staff	3	Q4 2020	Vice-rector for Science Policy, Research and Transfer	1. Number of attendees	In progress	KPIs: 1. 5 training sessions on HRS4R were delivered for Administration & Services staff in UDC Headquarters, Ferrol Campus and Zapateira Campus to give all interested people the chance to attend the onsite sessions during their working hours. See details on this link *This action will be continued throughout the following period.
Action 17. External audit to evaluate the quality of the implementation of the HRS4R (C&C and OTM-R)	5 23	Q2 2020	Vice-rector for Science Policy, Research and Transfer	1. Audit report and recommendations	Completed	An external expert was hired who is also an evaluator of the HRS4R for the EC so she acted as an external auditor. The UDC will continue to rely on external auditing services to ensure optimal implementation of the strategy.
Action 18. Training in HRS4R and OTM-R for personnel involved in tasks related to research, research management and recruitment	10 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27	Q1 2024	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 given. 2. Number of participants. 3. Degree of satisfaction with the training	New	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 on 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.
Action 19. Reinforcement of the welcome	23 24	4Q 2023	Vice-rector for Science Policy,	1. Number of USBs delivered.	New	Some of the first actions contemplated are: Delivery of a USB with various documentation in digital format of special interest

service for newly recruited researchers			<p>Research and Transfer</p> <p>Research Service</p> <p>Vice-rector for Internationalization and Cooperation</p>	<p>2.Number of collaborations with the EURES and EURAXESS networks.</p> <p>3.Number of publications produced on practical aspects of living and working in A Coruña/Ferrol</p>		<p>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> <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.</p> <p>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), 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.</p>
<p>Action 20.</p> <p>Reinforcement of the training plan in transversal skills for research staff</p>	<p>27</p> <p>28</p> <p>30</p> <p>38</p> <p>39</p>	Q2 2023	<p>Vice-rector for Science Policy, Research and Transfer</p> <p>Vice-rectorate for Academic Planning and Teaching Innovation</p> <p>CUFIE</p>	<p>1. Number of new training proposals in initial and permanent training plans</p> <p>2. Number of requests for assistance with said activities</p> <p>3. Number of people attending the activities</p> <p>4. Qualitative indicators.</p>	New	<p>Design and development of training actions in transversal skills according to the needs detected after a survey of research staff.</p> <p>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.</p> <p>Here you can consult the training offer:</p> <p>- Initial training plan for teaching and research staff (PDI): https://www.udc.es/en/cufie/UFA/PFI/Cronograma/</p> <p>-Permanent training plan for teaching and research staff (PDI): https://www.udc.es/en/cufie/UFA/PAE/Cronograma/</p> <p>-Training plan for doctoral students: https://www.udc.es/en/cufie/UFA/PAI/cronograma/</p> <p>-Equality training plan: https://www.udc.es/es/cufie/UFA/PFOIX/</p> <p>*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</p>

						and their subsequent design and implementation.
Action 21. Bio-psycho-emotional well-being of the research staff	23 24	Q3 2023	UDC Saudable Vice-rector for Science Policy, Research and Transfer	1. Number of actions to disseminate events, activities and services for research staff. 2. Number of users of these services/activities that belong to the research community of the UDC.	New	<p>Promotion among the research staff of the services for improving physical, psychological and social well-being that the UDC already has.</p> <p>Some of these services are not widely known by the entire UDC research community, and therefore they are not currently used extensively.</p> <p>Improve communication and visibility of these services, with the research group as a potential focus.</p> <p>Promote the use of services such as “Afrontemos 21” (anonymous and free of charge psychotherapy sessions for university community), as well as participation in the activities programmed by UDC Saudable (talks, courses, webinars, etc).</p> <p>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.</p> <p>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.</p>
Action 22. Preparation of a Guide on good practices for the selection and hiring of research staff	12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	Q2 2023	Vice-rector for Science Policy, Research and Transfer Research Service Ethics Committee	1. Publication of the good practice guide. 2. Degree of knowledge and use of it by UDC staff.	New	<p>After the updating of the regulations for the selection and hiring of research staff charged to Chapter VI of the UDC budgets and the preparation of a document with guidelines for their selection, the elaboration of a guide of good practices that includes some necessary aspects to be taken into account when designing and executing a selection and hiring process in an adequate way is pending. This guide includes, for example, aspects related to the gender perspective in the selection of research personnel.</p> <p>For the preparation of this guide, we have the collaboration of various services 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.</p>
Action 23. Dissemination of	All	Q4 2023	Vice-rector for Science	1. Number of sessions held	New	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

the principles of the Charter and Code (C&C) in social media and other communication channels to reach the entire research community			Policy, Research and Transfer Press & Communication Bureau	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		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.
Action 24. Creation of a Vice-management of Research Economic Affairs.	5 6 26	Q4 2022	General Management	1. Qualitative indicators related to the streamlining of procedures 2. Qualitative indicators related to the satisfaction of the research staff	New	In the new list of jobs approved in 2021, the creation of this new vice-management focused solely on economic research matters already appears. 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. 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 belongs since 2016 to the HRS4R working group. 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.
Action 25. New HRS4R website	All	Q1 2024	Vice-rector for Science Policy, Research and Transfer Information and Statistics	1. Changes from the original design 2. Number of visits to the web.	New	Creation of a new website dedicated to HRS4R or the redesign of the current structure & contents, to encourage its consultation by the university community, making it more visual, dynamic and attractive. Reformulating the currently existing sections, including more graphic and audiovisual elements. The idea of refreshing the contents and presenting them more attractively and

			Service			visually starts as a recommendation after the internal audit carried out by a contracted expert. Although it is a process that has already begun, it is expected that the completion will be on the date set as a deadline given the possible scope of the project.
Action 26. Review and update documents prepared in previous phases of the HRS4R implementation	2 5 18 25 27 28 30 31 32 34 35	Q3 2024	Vice-rector for Science Policy, Research and Transfer Research Service Ethics Committee Gender Equality Office	1. Number of revised and updated publications. 2. Number of actions to disseminate the documents (for example, emailing, publications on SM and on the news section of the UDC website and performance of webinars & seminars to advertise these publications).	New	<p>During the application phase to the HRS4R seal of excellence and the intermediate evaluation phase, several documents of special interest to the research staff were prepared.</p> <p>However, some of them were written 5 years ago and they must be reviewed and, where appropriate, updated.</p> <p>In addition, after reviewing the results of the survey of the research staff of the UDC, a strong lack of knowledge of these materials at their disposal is detected.</p> <p>Therefore, the objective is not only to review and update them but also to maximize their dissemination and use among the research community.</p> <p>These are the documents subject to review and/or updating: 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.</p> <p>In addition to these documents, all documentation related to the recently approved Selection and Hiring Policy for research staff will be periodically reviewed.</p> <p>All documents will be reviewed from a gender perspective with the collaboration of the Gender Equality Office.</p>

Note: Add as many actions are needed.

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 website *:

URL: <https://www.udc.es/en/investigacion/hrs4r/otmr/>

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

The University of A Coruña is strongly committed to the principles of open, transparent and merit-based recruitment, thus over the last months, the Steering Committee and the Working Group have made a big effort to bring all suggestions together and elaborate clear, feasible, realistic and easy to implement documents. These documents aim to set clear guidelines for all the staff involved in researchers recruiting activities. This includes PI, research group leaders, department directors, but also administrative and technical staff from research services.

On the dedicated page for the OTM- Policy you can find several documents related to it:

1. General guidelines for research staff recruiting at UDC according to OTM-R criteria.
2. Regulations of research staff hiring.
3. Guide on Good Practices for the selection and hiring of research staff (expected to be completed and published by June 2023)
4. Guidelines documents on how to post on EURAXESS.

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 from the one where the reviewed HR Strategy is located.

URL: <https://www.udc.es/en/investigacion/hrs4r/otmr/>

1. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The Action Plan for the HRS4R presented by the University of A Coruña (UDC) covers 2017-2022. Since 2019, the implementation process has run with different structures and members due to some political changes as both deputies of the Vice-rector for Science Policy, Research and Transfer were substituted by another 2 people who were not much aware of the internal management of the HRS4R (deputies in the period from 2016-2019 led the HSR4R application process and all management of the project). So it took some time for the new composition of the Working Group to restart again with the workflow. Besides, the pandemic situation starting in March of 2020 also deeply affected the implementation of the actions and cut off the development of some scheduled actions.

In 2021 a specific position of HRS4R Manager was created to coordinate the whole process. The main bodies overseeing the process are the **Steering Committee (SC)** and the **Working Group (WG)**, (the new name of the former HR Committee). We have created also 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 the **SC** and the **WG** responsible for overseeing the entire implementation process, with no major changes in their roles, responsibilities and members.

Thanks to the new role of the **HRS4R Manager**, who devoted 100% of her time to the coordination and implementation of the Action Plan, UDC has been able to streamline all processes and fulfil the vast majority of the action plan, with great effort, in just one and a half years. To ensure that this last implementation period 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. This way of working has proved to be effective in meeting the objectives we set ourselves internally at the UDC, so we will consider extending it for the next Action Plan. In this way, the HRS4R Manager would lead the implementation of the seal of excellence,

coordinating the SC 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.

Last but not least, 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** as it has been done until now 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. Meanwhile, the HRS4R Manager and the WG are collecting all data regarding the progress in the Action Plan and all indicators related, in a dedicated folder within the digital storage system of the UDC (SharePoint tool). Indicators include Excel sheets, communications sent, reports, survey results, etc.

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.

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

How have you prepared for the internal review? *

Detailed description and duly justification (max 500 words)

The internal review is something we have been doing steadily throughout the period from 2019 when we passed the previous assessment from EURAXESS evaluators. During the last 12 months, we intensified the workflow regarding this project as well as the frequency of the WG meetings.

After Fidel Cacheda and Horacio Naveira, 2 of the main project managers of the previous stages of the HRS4R project left the WG, it became a priority to provide intensive training to the 2 new members of the Working Group (the team also changed its name, as formerly was named HR Committee).

Once the new WG is constituted the UDC decided to create a new role and recruited a professional with a strong HR in European scenarios background to be 100% dedicated to this Strategy. Her main responsibilities are to coordinate the participation of all members of the UDC staff directly involved in the HRS4R development (SC, WG, FGs and other departments from the institution that are key to achieving some actions from the Action Plan). Elaborate on all materials related to this project (recruitment procedures, guides, handbooks, presentations). Enhance the awareness of the HRS4R within the UDC community, especially among employees, but also students. Strength the communication and outreach. Gather all data and indicators regarding the stated actions for the period 2017-2022 and redact the deliverables for the renewal phase of the HRS4R process.

There is a dedicated space on the SharePoint tool for this WG, where all members can share, edit and consult the documents and data we are working it in real-time. We work transparently and collaboratively. We use some tools to facilitate a good communication flow such as Teams from Microsoft to conduct meetings and interviews and also to deliver seminars about HRS4R.

Last but not least we would like to highlight that the UDC Government Board is completely aware of the necessity of strengthening the structure of these key groups and provide with all necessary resources to its members to ease their task. To that effect, the UDC hired the services of an external expert on HRS4R to guide the SC and WG in achieving the set goals and also to act as an external auditor of the whole process.

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

Detailed description and duly justification (max 500 words)

The involvement of all the University staff, especially the research community, has been one of the pillars of the last year concerning the implementation of HRS4R.

Over the last months, 10 face-to-face and 4 virtual seminars about the HRS4R have been carried out in the Rectorate Headquarters, and in Zapateira, Elviña, and Ferrol Campuses. The target audience of these conferences has been divided into PAS (services and administration staff) and PDI (research and teaching staff), and specific conferences and contents have been generated for each target group. In addition, informal talks were held during these events to get a first-hand look at the perception of UCD researchers regarding the Action Plan. All suggestions and comments received from the audience during these activities were discussed by the WG members during their meetings and some of them have been the basement for new actions to develop in the new period 2022-2025. In total 222 people attended the seminars.

As previously said, to complete the info days, a new survey has been launched in March 2022 (which was available until 22nd April 2022) to gather the feedback of the research community (we will explain the results in the following section). This survey has been sent to 2004 researchers, research assistants and technical staff, (1750 more than in the survey performed in 2016).

Besides, 17 onsite meetings (plus many others held by phone or video call) have been held between the HRS4R manager and some key departments of the UDC that are essential for the optimum performance of the stated actions in our HR Strategy, such as Data Protection Dept. Outreach Unit or the Communication Service, among others. During these meetings, we deeply explained to our colleagues what exactly the HRS4R is, how are we working on it and how they can collaborate to add synergies to get better results and also a higher positive impact on the research community.

Although since 2020 with the COVID-19 crisis has been more difficult to meet personally with our researchers and among the members of the Working Group and the Steering Committee, the University of A Coruña has put in place all the tools needed for online work and meetings. A strong effort was made in a very short time to provide the university community with digital tools such as Microsoft 365 package, which includes online meetings application Teams, and a collaborative space such as SharePoint. These tools allowed researchers to keep in contact with research groups and departments and also to deliver seminars, lessons and all kinds of activities in an online format.

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

Detailed description and duly justification (max 500 words)

As it has been explained in previous sections, the University of Coruña has a **Working Group (Implementation Committee)** and the **Steering Committee** responsible for overseeing the entire implementation process. The **Working Group** is in charge of coordinating the day-to-day actions of the plan and the **Steering Committee will be the advisory body for decision making**. As a minimum, the Working Group meets every 3 months and the Steering Committee is appointed twice a year. To lead all the process, the **HRS4R Manager** will be 100% devoted to the coordination, monitoring and implementation activities of the strategy at UDC.

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)

As previously said in the paragraph: "Are any strategic decisions underway that may influence the action plan?":

All HRS4R guidelines and OTM- R principles are present in the new UDC Strategic Plan for 2022-2026. Some objectives set in the Strategy are completely aligned with the HRS4R guidelines. **These 2 strategic objectives are:**

3. **Strategic Objective:** Efficient, responsible and transparent management of public resources.

- Operational objective 2. Design and implementation of HRS4R human resources recruitment, selection and promotion programs.

*Action: OE5_Eco_op2_P1: Implementation of the HRS4R Program.

4. **Strategic Objective:** To improve the processes of selection, promotion and consolidation of the teaching and research staff in the institution, favouring the development of its research career.

- **Operational objective 1:** To improve the processes of promotion and consolidation of the research staff in the institution.

*Action: Elaborate in coordination with all the Vice-rectorates involved, a map of present and future teaching/research needs, to guarantee adequate generational change.

• **Operational objective 2:** To improve the recruitment of pre-doctoral and post-doctoral researchers.

* Action: Coordinate requests for talent recruitment figures with the map of needs drawn up.

• **Operational objective 3:** Strengthen support and training services for researchers.

*Action: Encourage training courses for researchers and support staff.

• **Operational objective 4:** To promote the development of the research career of the PDI belonging to the areas of knowledge in which the need to improve the indicators of scientific production is detected.

*Action: Review the internal regulations of the UDC, to assess the existence of possible impediments to the development of those areas with low scientific output.

• **Operational objective 5:** Align staff policies with the guidelines for the HRS4R logo.

*Action: Adapt the procedures for selecting/hiring researchers to new legislation following the guidelines of the HRS4R logo.

As the new UDC Strategic Plan is being designed at the same time as the new Action Plan for HRS4R is being elaborated, the 2 documents need to be aligned. The Government Board of the University is an active part of the development of the HR Strategy for Researchers and is strongly committed to embedding all the principles gathered in the Charter and Code in the internal running of the Institution. The Government Board of the University is willing to offer all necessary resources to achieve this objective.

The Strategic Plan for the 2022-2026 period is scheduled to be approved by the Government Board of the UDC in late July and it will be published on the UDC website in September.

Also, in a way to raise awareness among the university community on the HRS4R, from the General Management of the University there was an instruction to add the HRS4R logo to all email signatures, official documents, and branch websites of the University. This way all the members of the institution were aware of the importance of being a holder of the award, what it means and why this reinforces the image of the University in the national and international market.

Last but not least, new regulation regarding research staff recruiting has been carefully designed to be aligned with the OTM-R principles and to keep coherence among all documents related to UDC recruiting policies.

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

Detailed description and duly justification (max 500 words)

As it has been explained in previous sections, the University of Coruña put in place a complete internal monitoring system to guarantee the implementation of the actions during the last three years, and we will continue using the same system in the next Action Plan. As mentioned before, besides the regular meetings and minutes of the meetings of the different committees, we use Excel pages to collect all KPIs corresponding to those included in the Action Plan and a system of folders where we compile all the information regarding the implementation of the actions and when needed, we consult external experts to help us with the close follow-up and implementation of our internal HRS4R processes.

The main strength of the institution is a good communication flow among all departments involved in the correct development of the actions set in the Action Plan and the Working Group and HRS4R Manager. This allows getting all indicators needed to measure the level of compliance of each objective.

In those actions that presented more difficulty to be completed, an extra effort was made, involving more actively some key roles within the institution to get the achievement, delivering more awareness activities focused on this staff, and conducting more interviews with some managers of key departments to explain them more deeply what HRS4R is, what the university must do to get its goals, how this department can support to get the objective, and also to solve doubts about the HRS4R procedure and its impact on the University traditional procedures and protocols.

How are you monitoring progress (timeline)? *

Detailed description and duly justification (max 500 words)

There is a deadline for every action set in the Action Plan. Due to the pandemic situation and also to some unexpected events that occurred in the previous HRS4R WG, some of the deadlines must be postponed.

Since the incorporation of the HRS4R Manager at the University staff, the monitoring has been made both qualitative and quantitative, using several tools to measure the advance in the degree of achievement of the stated goals. One of these tools is a Gantt Chart used by the Working Group.

Quantitative indicators are mainly gathered in Excel sheets, collecting for example the number of sessions, seminars and training courses delivered on C&C and HRS4R topics, and the number of attendees to each of them (Action 1 and 5). Also, Excel sheets are vastly used to collect all data regarding outreach activities (Action 6).

There is also a list where we collect all data regarding infrastructures (Action 11), as some of the centres provided the HRS4R working group with the data regarding their infrastructures and available devices on their premises but some already left.

For the next period (Action Plan 2022-2025) it would be more operative to set more quantitative indicators for each action so that it would be easier to check if goals are being achieved at the right time or if we have to make an extra effort in any action temporarily progressing more slowly than expected.

How will you measure progress (indicators) in view of the next assessment? ***Detailed description and duly justification (max 500 words)**

To monitor the progress in the implementation of the actions stated in the Action Plan 2016-2022, some monitoring tools have recently been adopted.

We use some Excel sheets to gather all figures and data regarding KPIs and other interesting information mainly related to figures.

Also, a Gantt Chart as timing monitoring to get a fast glance of the current situation of each milestone and share this information with both the Steering Committee and the Working Group. This is a tool mainly used by the WG in the day a day work.

We also collect data related to meetings, gathering some details regarding them such as the meeting agenda, the minutes, pictures, etc.

Contact details of all key roles of the UDC that are directly or indirectly related to the stated actions are easily available in documents produced by the HRS4R implementation manager and stored in the SharePoint tool.

Both the SC and the WG agreed in continuing using these tools during the next period, to collect all KPIs regarding the “in progress” and “new” actions and also to keep monitoring the rest of the activities. New methods can be applied during the coming period as the UDC is open to adopting all those resources that help monitor the implementation process and make it even clearer, more open and transparent for the whole university community.

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

Detailed description and duly justification (max 500 words)

From the very beginning, the University of A Coruña has faithfully followed the updates of the EURAXESS e-tool Guidelines for Institutions regarding the different phases of the evaluation of the seal of excellence. The Working Group has been up to date on all news concerning the HRS4R application and renewal phases. As part of the preparation and to get an excellent result we have taken into consideration all suggestions that were given by HRS4R experts on EURAXESS webinars, also in recorded speeches in other HRS4R holder institutions, reading as much as possible about HRS4R procedures in other reference institutions to learn from their good practices. Also following specialized content and profiles on Social Media such as LinkedIn and Twitter.

During the present Action Plan, specific communication actions to actively involve the research community (info days and meetings as previously explained) have been put in place. We want our researchers to feel not simply as mere recipients of the policies implemented at the University of A Coruña, but as an active part of this work.

At the time of the external evaluation, the assessors will have to meet with both the Working Group and Steering Committee and researchers at all levels (R1-R4). Through this real involvement, as well as further improving our overall communication about the HRS4R strategy at UDC, we believe that our preparation for the external evaluation is stronger.

Moreover, the main issue to be judged at that time will be the actual embedding of OTM-R Policies at UDC. Through our OTM-R Policy, already approved as part of the Action Plan that is now ending, together with specific actions included in the Action Plan aimed at studying the University of A Coruña's Plans and how to embed all these policies in the day-to-day life of the university, we believe that we are also laying the foundations for a successful external evaluation.

As already mentioned, our work with external experts is very helpful to us in order not to deviate from our focus, so in this case, we will work again with these profiles to carry out an external evaluation before the visit of the evaluators.

Additional remarks/comments about the proposed implementation process

Detailed description and duly justification (max 1,000 words)