



Universidad
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Action Plan

HRS4R

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ACTIONS

The Action Plan and HRS4R strategy is published on *URL: <https://urjc.es/hrs4r/inicio-hrs4r>

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (quarter)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
<p>ACTION 1. ARRANGE MEETINGS FOR PRESENTING THE RESEARCH CAPABILITIES OF THE RESEARCHERS TO FIND SYNERGIES BETWEEN RESEARCH LINES AND FOSTER THE OCCURRENCE OF COMMON PROJECTS.</p> <p>For this purpose, URJC plans to:</p> <p>A) Complete the map of research capabilities that is currently on-going;</p> <p>B) Define the areas of knowledge with higher probability of synergy;</p> <p>C) Define the methodology, the periodicity of the meetings and the available resources;</p> <p>D) Launch the initiative and evaluate its performance.</p>	8	Q4 2021	Vice-Chancellor of Innovation and Transfer	<ul style="list-style-type: none"> • <i>Map of research capabilities published</i> • <i>At least 30 attendees to each meeting</i> • <i>At least 4 meetings annually</i> • <i>Evaluation Report (at least 60% satisfaction)</i>
<p>ACTION 2. MOVING TOWARDS AN INSTITUTIONAL OTM-R POLICY</p> <p>To achieve this action (mainly to adapt the URJCs recruiting protocols to OTM-R) URJC will:</p> <p>A) Review the current recruiting procedures to include the C&C and OTM-R principles in all the job contracts managed by the University (researchers funded by research projects, self-funded programme, etc.);</p> <p>B) Include the new scores suggested by HRS4R in all the selection process (mention of professional career possibilities etc);</p> <p>C) Publish post-doctoral job offers on EURAXESS;</p> <p>D) Adapt the online job-offering platforms;</p> <p>E) Create templates and a recruiting guideline;</p>	12, 13, 14, 15, 16, 18	Q2 2020- Q2 2022	Vice-Chancellor of Research Vice-Chancellor of Innovation and Transfer	<ul style="list-style-type: none"> • <i>100% of selection and contracting procedures follows new procedures C&C and OTM-R compliance</i> • <i>100% of lists of candidates with scores published</i> • <i>100% of offers posted on international portals (EURAXESS and others)</i> • <i>Online job offering platforms updated</i> • <i>Templates and recruiting guidelines available online</i> • <i>All researchers, especially</i>

<p>F) Perform training seminars for employers Include this information in the Welcome Manual and Welcome Workshop.</p>				<p><i>those responsible for research recruitment, and all human resources personnel are trained in OTMR and C&C</i></p>
<p>ACTION 3. TRANSLATE THE MOST OUTSTANDING DOCUMENTS TO ENGLISH.</p> <p>To achieve this action, URJC will:</p> <p>A) Prioritise the contents: webpages, guidelines, contracts for foreign researchers, main regulations, etc.;</p> <p>B) Contract translation services;</p> <p>C) Train key administrative staff to deal with foreign researchers.</p>	<p>12, 13, 23</p>	<p>Q4 2021</p>	<p>Vice-Chancellor of Innovation and Transfer Vice-Chancellor of Research</p>	<ul style="list-style-type: none"> • <i>Main webpages are available in English and Spanish</i> • <i>All contracts for foreign researchers are available in English and Spanish</i>
<p>ACTION 4. IMPLEMENT THE OCCUPATIONAL RISKS PREVENTION PLAN.</p> <p>URJC will reach this action by:</p> <p>A) Appointing someone responsible for the implementation;</p> <p>B) Implementing the different actions of the plan;</p> <p>C) Training researchers on risk prevention;</p> <p>D) Assessing its impact.</p> <p>An online English and Spanish version will be available.</p> <p>Include this information in the Welcome Manual and Welcome Workshop.</p>	<p>23</p>	<p>Q3-Q4 2021</p>	<p>General Manager</p>	<ul style="list-style-type: none"> • Deploy the Risk Prevention Plan • Report on its impact
<p>ACTION 5. WRITE TELEWORKING RECOMMENDATIONS.</p>	<p>24</p>	<p>Q3 2023</p>	<p>Vice-Chancellor of Faculty</p>	<ul style="list-style-type: none"> • <i>Teleworking guideline published</i>

Write a guideline about teleworking, aligning the teleworking conditions with the new national normative of clock control.

General Manager

Earlier this year, Spain’s government brought in a new law that requires employers to keep proper track of working hours, effectively bringing back the practice of clocking in and out, so that overtime hours can be measured.

An online English and Spanish version will be available.

Include this information in the Welcome Manual and Welcome Workshop.

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

24, 33

Q4 2020-
Q3 2021

Vice-Chancellor of
Academic Planning

- *Plan published*
- *Annual reviews*

The plan is devoted to:

- Reduction in the mobility of professors between campuses, since the current academic offer is geographically dispersed among the URJC campuses.
- Eliminate the current situation in which different cut-off grades are required for the same degree offered on different campuses.
- Detect the demand of degrees and a) concentrate the degrees currently offered on several campuses or in different modalities (face-to-face and online), avoiding duplication of groups; b) propose new degrees.

The plan will have an implementation period of 4 years and annual revisions to correct deviations.

ACTION 7. REVIEW THE RESEARCHERS’ SALARY SCALES.

26

Q1-Q2
2022

General Manager
Vice-Chancellor of
Innovation and

- *Researchers’ salary scales published*
- *100% contracts follow the researchers’ salary scales*

URJC will achieve this action by:

<p>A) Analysing the range of the researchers' current salaries;</p> <p>B) Reorganising the professional profiles, specifically for the Visiting Professors category;</p> <p>C) Defining salary ranges for each category.</p> <p>It will be applied in cases where it is necessary to review the remuneration, specifically in contracts charged to research projects.</p> <p>An online English and Spanish version will be available.</p>			<p>Transfer</p> <p>Vice-Chancellor of Research</p>	
<p>ACTION 8. DEVELOP DIFFERENT TOOLS TO EXPLAIN TO RESEARCHERS THE CURRENT OPTIONS FOR PROFESSIONAL CAREER.</p> <p>To achieve this action, URJC will:</p> <p>A) Prepare documents (professional career options guide), websites (URJC recruitment calls, and professional careers options guide), etc., exploring the options for professional career for researchers;</p> <p>B) Hold informative sessions of professional career options for different professional levels and/or professional areas; with experts in HHRR and career development.</p> <p>C) Reinforce the courses offered at the International Doctorate School, including subjects related to professional career options;</p> <p>D) Include this information in the Welcome Manual and Welcome Workshop.</p> <p>An online English and Spanish version of documents and websites will be available.</p>	<p>28, 30</p>	<p>Q1-Q3 2021</p>	<p>Vice-Chancellor of Research</p> <p>Vice-Chancellor of Innovation and Transfer</p> <p>Vice-Chancellor of Quality Ethics and Good Governance</p>	<ul style="list-style-type: none"> • Documents and websites available • At least 2 informative sessions annually • New courses offered at the International Doctorate School
<p>ACTION 9. IMPROVE COMMUNICATION ABOUT MOBILITY ACTIONS.</p>	<p>29</p>	<p>Q2 2021</p>	<p>Vice-Chancellor of Innovation and</p>	<ul style="list-style-type: none"> • Updated information is available

<p>URJC will achieve this action by:</p> <p>A) Centralising and providing higher visibility for mobility actions, especially for those actions funded by URJC;</p> <p>B) Including this information in the Welcome Manual and Welcome Workshop.</p> <p>An online English and Spanish version will be available.</p>			<p>Transfer</p> <p>Vice-Chancellor of Research</p>	
<p>ACTION 10. WRITE A WELCOME MANUAL AND PROVIDE A WELCOME WORKSHOP.</p> <p>URJC will achieve this goal by:</p> <p>A) Writing and updating the Welcome Manual for researchers at URJC;</p> <p>B) Collecting all the information about good research practices, innovation policy, gender equality, ethics and ethical committees, accounting, etc.;</p> <p>C) Providing welcome workshops to newcomers and presenting the manual contents;</p> <p>D) Defining a protocol of integration of new researchers at URJC.</p> <p>An online English and Spanish version will be available.</p>	<p>29,30</p>	<p><i>Q1 2021 + annual updates</i></p>	<p>Vice-Chancellor of Research</p> <p>Vice-Chancellor of Innovation and Transfer</p> <p>Vice-Chancellor of Faculty</p>	<ul style="list-style-type: none"> • <i>Welcome Manual published</i> • <i>At least 2 workshops annually</i> • <i>At least 80% of newcomers attend workshops</i>
<p>ACTION 11. WRITE GUIDELINES FOR GOOD SUPERVISION.</p> <p>URJC will achieve this goal by:</p> <p>A) Setting a protocol to define the rights and duties of supervisors and supervisees, especially focused on the researchers funded by research projects, including the obligation of a final evaluation report;</p> <p>B) Writing a good supervision guideline;</p>	<p>36, 37, 40</p>	<p><i>Q3-Q4 2023</i></p>	<p>Vice-Chancellor of Innovation and Transfer</p> <p>Vice-Chancellor of Research</p>	<ul style="list-style-type: none"> • <i>Good supervision guidelines published</i> • <i>New training offer including Supervision Guidelines</i>

<p>C) Including these guidelines in the supervisors' training plan.</p> <p>An online English and Spanish version will be available.</p>				
<p>ACTION 12. EVALUATE URJC'S SUPERVISION QUALITY.</p> <p>URJC will achieve this goal by:</p> <p>A) Performing a survey for R1 and R2 researchers to evaluate the supervision quality;</p> <p>B) Analysing the results of the survey, and reviewing and modifying the current supervision practices of R1 and R2 researchers;</p> <p>C) If necessary, updating the supervision practices.</p> <p>An online English and Spanish version will be available.</p>	37	Q1-Q2 2023	Vice-Chancellor of Quality Ethics and Good Governance	<ul style="list-style-type: none"> • <i>Report on URJC supervision quality</i> • <i>At least 60% satisfaction with supervision quality</i> • <i>If necessary, supervision practices updated and published</i>
<p>ACTION 13. DESIGN A PILOTING MENTORSHIP PROGRAMME FOR R2 RESEARCHERS.</p> <p>URJC will achieve this goal by:</p> <p>A) Benchmarking international mentorship programmes to identify good practices; following the methodology of REBECCA mentoring program from FECYT.</p> <p>B) Designing a 1-year piloting mentorship programme for R2 researchers, performed by mentors within URJC;</p> <p>C) Analysing the experience and evaluating the extension of the programme to other scale levels.</p> <p>Activities like seminars, focus groups, documents, etc. will be used, for example to:</p> <ul style="list-style-type: none"> • Encourage young scientists to focus on reaching senior level roles 	37	Q1-Q2 2022	Vice-Chancellor of Innovation and Transfer Vice-Chancellor of Research	<ul style="list-style-type: none"> • <i>Pilot Mentoring Programme available</i> • <i>Report on Mentoring Programme</i> • <i>At least 60% satisfaction with Mentoring Programme in the second year</i>

- Encourage greater pro-activity about career management
- Increase the provision of high-quality feedback

Help individuals to seek support from senior team members and to learn what steps to take to best advance their careers.

The role of the mentors will be primarily to advise on the different aspects of the career development of researchers.

Perform a biennial assessment of satisfaction with the Mentoring Programme: survey and report the results and recommendations.

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

8, 14, 30, 33, 38, 39

Q2-Q3 2021

Vice-Chancellor of Quality Ethics and Good Governance

- *Report on training and demand on soft skills*
- *New training offer on soft skills with at least 50 attendees*
- *At least 30 attendees to the annual seminar on IPR*

The international doctorate school will strengthen training courses to PhD Students adding other courses focused on soft skills. URJC will achieve this goal by:

- A) Performing a survey for defining present needs;
- B) Identifying / designing courses to solve current training needs.

In addition, training will be offered to researchers and post-doctoral researchers. To fulfil other training needs, annual seminars will be organized on:

- Seminar about Gender Balance
- Seminar about Intellectual Property Norms

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

12, 13

Q4 2020-Q3 2021

Vice-Chancellor of Innovation and

- *Reception Office available*

<p>The Reception Office will have the function of processing and welcoming the foreign, researchers and teaching staff who come to the University. The processing relates to the academic and bureaucratic formalities which foreign students and researchers encounter when entering the country.</p> <p>The URJC will achieve this goal by:</p> <p>A) Defining the required process, and reporting line;</p> <p>B) Allocating human and financial resources;</p> <p>C) Generating contents and SOP.</p>			Transfer	
<p>ACTION 16. DESIGN AN EVALUATION PROCESS FOR RESEARCHERS FUNDED BY RESEARCH PROJECTS.</p> <p>URJC will achieve this goal by: A) Designing a checklist for the evaluation of all R2 researchers based upon other existing evaluations; B) Designing an evaluation software based upon “investjobs” digital platform; C) Evaluating all R2 researchers whose contract exceeds 6 months; D) Conditioning the contract renewal to a positive evaluation of the work performed.</p>	11	Q1-Q2 2022	Vice-Chancellor of Innovation and Transfer Vice-Chancellor of Research Vice-Chancellor of Quality Ethics and Good Governance Vice-Chancellor of Digitalisation Vice Chancellor of Internationalisation	<ul style="list-style-type: none"> • <i>Evaluation process approved</i> • <i>100% of researchers funded by research projects are evaluated</i>
<p>ACTION 17. HRS4R PROJECT’S KICK-OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA AT URJC.</p>	ALL	Q2 2020-Q1 2025	Vice-Chancellor of Innovation and Transfer	<ul style="list-style-type: none"> • <i>WG HRS4R constituted</i> • <i>WG OTMR constituted</i> • <i>Number of attendees at</i>

<p>The goal of this action is to attain increasing involvement of the C&C criteria in the research community and in everyday research practices. URJC will achieve this goal by:</p> <p>A) Including the actions defined in this Action Plan in the Research Strategic Plan of URJC;</p> <p>B) Scheduling periodical briefings in departments and institutions' management to influence the dissemination of the C&C key lessons to research (PDI) and administrative (PAS) staff;</p> <p>C) Incorporating new researchers that wish to join the Implementation Working Group (IWG) for specific working teams.</p>				<p><i>seminars</i></p> <ul style="list-style-type: none"> • <i>Surveys to address the awareness</i>
<p>ACTION 18. WRITE A GOOD RESEARCH PRACTICES GUIDELINE.</p>	7	Q3-Q4 2022	<p>Vice-Chancellor of Innovation and Transfer</p> <p>Vice-Chancellor of Research</p> <p>Vice-Chancellor of Quality Ethics and Good Governance</p>	<ul style="list-style-type: none"> • <i>Writing of the document</i> • <i>Approval of the document</i>
<p>Based in the European code of conduct for research integrity.</p>				

OTM-R

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

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

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

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