The Human Resources Strategy for Researchers (HRS4R)

Índex

HR EXCELLENCE IN RESEARCH

European Commission

What HRS4R is? Human Resources Strategy for Researchers

*The award of the **HRS4R** identifies the research institutions and **organizations supporting a favorable and boosted work environment**.*

*The HRS4R supports research institutions and funding organisations in the **implementation of the Charter & Code in their policies and practices**. Its implementation will render these institutions **more attractive to researchers looking for a new destination.***

*HRS4R culminates in the recognition of **human resources excellence in research** by the European Commission for institutions that have made progress in adapting their human resources policies to the principles set out in the Charter & Code. **Acknowledged institutions have the right to use the logo on their websites and other communication channels.***

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HRS4R?

https://www.youtube.com/watch?v=Hu12ivHZV4I

HRS4R Procedure

Procedure

1 **Initial Phase**: Endorsement of the Charter & Code and Notification of Commitment

2 **Implementation Phase**: Preparing a Gap Analysis and an Action Plan for Human Resources Management

3 **Initial Assessment** by the European Commission via External Assessment Panel

4 **Interim Assessment**: Internal Review and External Assessment (2 years after the initial HRS4R Award).

5 **Award Renewal Phase** (5 years after initial HRS4R award)

6 **Continuous Improvement and Enhanced Quality and Assessment Phases** (a three-yearly cycle of renewal).
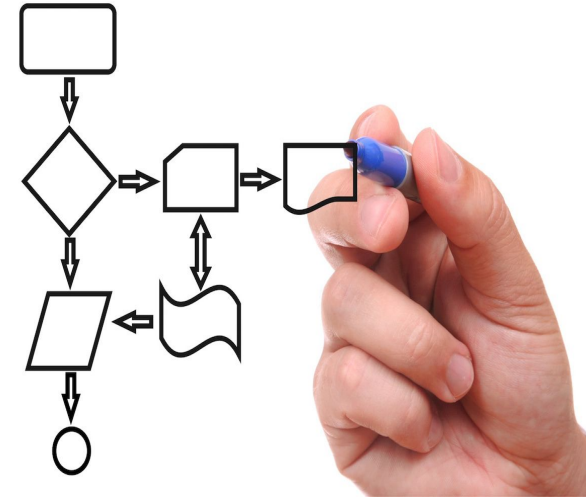
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http://research.uoc.edu/portal/en/ri/activitat-rdi/hrs4r/index.html

Process at UOC

The **HRS4R process at UOC** has been carried out under an **inclusive and active-participatory approach**, involving the whole research community, the governing bodies, all management departments and administrative and services staff.

Above all, **inclusion of the Research Community** in the process was a **top priority** from the first moment, **regardless its position or seniority**, with the objective to perform a **360° internal analysis** and to better **identify areas of improvement**.

Process at UOC

The **analysis of the HRS4R at UOC** has been based on:

- The **European Charter for Researchers** and the **Code of Conduct for the Recruitment of Researchers** (C&C).

- UOC's Strategy and specifically the **UOC's Strategic Plan.**

- Analysis of the **internal regulations** relating to the principles of the C&C.

- Analysis of **external regulations** relating to the principles of the C&C (legislation framework).

Process at UOC

2 committees and 1 working group

Steering Committee
(SC, responsible for leading the process)

UOC HRS4R Implementation and Monitoring Committee
(IMC, responsible for implementing and monitoring the process)

UOC HRS4R Advisory and Working Group
(AWG, responsible for providing advice and support in the implementation of the process)

Process at UOC

Steering Committee
(SC, responsible for leading the process)

- Dr Josep A. Planell – Rector.

- Dr. Marta Aymerich – Vice-rector for Strategic Planning and Research.

- Dr. Pastora Martínez – Vice-rector for Globalization and Cooperation.

- Dr. Carles Sigalés – Vice-rector for Teaching and Learning.

- Dr. Pere Fabra – General Secretary.

- Antoni Cahner Monzó – General Manager.

- Eduard Bosch – General Manager of Finances and Resources.

Process at UOC

UOC HRS4R Implementation and Monitoring Committee
(IMC, responsible for implementing and monitoring the process)

- Jose Miguel de la Dehesa – Director of the Human Resources and People Development Office (HRPD).
- Mireia Riera – Director of the UOC Knowledge Transfer and Research Support Office (OSRT).
- Cristina Rajo – Director of the R&I Funding Unit, OSRT.
- Monica Sosa – Director of People Development, HRPD.
- Vanesa Martin – Director of Staff Services and Management, HRPD.
- Núria Garcia – Technical coordinator of Staff Services and Management, HRPD.
- Mònica Falqués – Human Resources Business Partner, HRPD.
- Eric Mesalles – Project Management, R&I Funding Unit, OSRT.
- David Font – Chairman of the Works Council. Specialist, OSRT.
- Rubén Permuy – Specialist, R&I Communications OSRT.
- Marieke Willems – Specialist, R&I Communications OSRT.

Process at UOC

UOC HRS4R Advisory and Working Group
(AWG, responsible for providing advice and support in the implementation of the process)

Àlex López Borrull : Professor & Researcher, KIMO, Information and Documentation Studies R3

Anna Clua :   Professor & Researcher, Information and Communication Studies, R3

Anna Elena Guerrero :   Professor & Researcher, TEKING, Computer, Multimedia and Telecommunication Studies, R3

Arnau Monterde : Researcher, CNSC IN3 R2

Aura Esther Vilalta : Professor & Researcher, DDI Law and Political Science Studies R3

Beatriz Sora : Professor & Researcher, eHealth Lab, Psychology and Education Science Studies, R3

Carlos Quintero : Researcher in Training ICSO, IN3 R1

Christine Appel : Professor & Researcher, Centre for Modern Languages R3

Clara Riera : Director of Research Library

Daniel Riera : Director, it Engineering Programme , Professor, Researcher ICSO IN3 R3

Diego Redolar : Professor & Researcher, COGNITIVE NEUROLAB, Health Science Studies R3

Elisa Herrera : Researcher in Training, MEDUSA Arts and Humanities Studies, R1

Ferran Adelantado : Professor & Researcher, WINE IN3 R4

Guillem García : Director of Research and Trend Analysis in the ELC of the UOC

Iolanda García : Professor & Researcher, Psychology and Education Science Studies R3

Isabel Ruiz : R y C Researcher, TURBA, IN3 R3

Israel Conejero : R&I Advisory Project Manager, Office of Vice President

Ivan Serrano : Researcher, TURBA IN3 R2

Process at UOC

UOC HRS4R Advisory and Working Group (Cont)
(AWG, responsible for providing advice and support in the implementation of the process)

Javier Borge : Researcher, CosIN3 IN3 R4
Jordi Conesa :   Professor & Researcher, SMARTLEARN, Business Committee R4
Josep LLadós : Professor & Researcher, DIGIBIZ, Economics and Business Studies R4
Julio Meneses : Professor & Researcher, GENTIC IN3 R3
Marga Franco : Program Manager, Doctoral School
María Canudas : Technician, Legal Advice
María Rodó : Postdoc Researcher, GENTIC IN3 R2
Maria Taulats : Department Director, Planning and Quality
Marta Bernabeu : Technician, Trend and Research Analysis
Mercè Guillén : Technician, Brand and Strategy
Mikel Barreda : Professor & Researcher, GADE, Law and Political Science Studies R3
Mila Sáinz : Professor & Researcher, GENTIC, IN3 R4
Montserrat García : Professor & Researcher, KIMO, Information and Communication Studies R3
Nadja Gmelch : Head of Projects - Globalization and Cooperation
Natàlia Cantó : Professor & Researcher, PROTCIS Arts and Humanities R3
Natàlia Cugueró :   Professor & Researcher, I2TIC, Economic and Business Studies R3
Natalia Garrido : Researcher in Training, GENTIC IN3 R1
Rosen Ivanov : Researcher in Training, MEDIACCIONS, Arts and Humanities Studies R1
Rubén Nieto : Professor & Researcher, eHealthLab, Health Science Studies, R4
Santi Caballé : Professor & Researcher, SMARTLEARN, Computer, Multimedia and Telecommunication Studies, R4
Sergio García : Director, knowledge Transfer and Research Support OSRT

Process at UOC

I.- **Preliminary Phase**
(July 2016 - December 2016)

II.- **Gap Analysis Phase**
(January 2017 - July 2017)

III.- **Action Plan Phase**
(July 2017 - onwards)

Process at UOC

I.- Preliminary Phase (July 2016 - December 2016)

- July 2016. Preliminary analysis of the applicability of the process to the university, involving the Rectorate, the Research Support Office, and the Human Resources and People Development Office. The analysis concluded that HRS4R would be very positive for the university and, consequently, both the UOC Research & Innovation Committee and the Executive Board decided to implement the strategy.

- September 2016. Appointment of the Steering Committee (SC) and the **UOC HRS4R Implementation and Monitoring Committee** (IMC).

- September – December 2016. Preliminary analysis of the process and its calendar. Analysis of the actions and of the participants of the UOC HRS4R Advisory and Working Group (AWG). Call for the **first four workshops.**

- December 2016. Communication of the process (email from the Rector and the General Manager to all the staff, internal release and dedicated page at the Intranet)

Process at UOC

II.- Gap Analysis Phase (January 2017 - July 2017)

- January – February 2017. Development of **four workshops with participation of representatives of the whole research community, the governing bodies, all management departments and administrative and services staff**. Open **presentations** for the community were given highlighting the main aspects and advantages of the implementation of the HRS4R strategy. The workshops included **discussion with participants on the comparison of actual performance with potential or desired performance of the 40 principles of the C&**C.

- February – March 2017. Letter of endorsement to the C&C and r**eceipt by the EC.**

- March – April 2017. Internal gap analysis, managed by the IMC. **Internal release** with information about the process and update of the intranet page.

- April – May 2017. Preparation of the **questionnaire and survey**, managed by the IMC.

- May – July 2017. Survey to the Research Community and analysis of results. The results were made accessible to the whole research community.

February 2017 Workshops
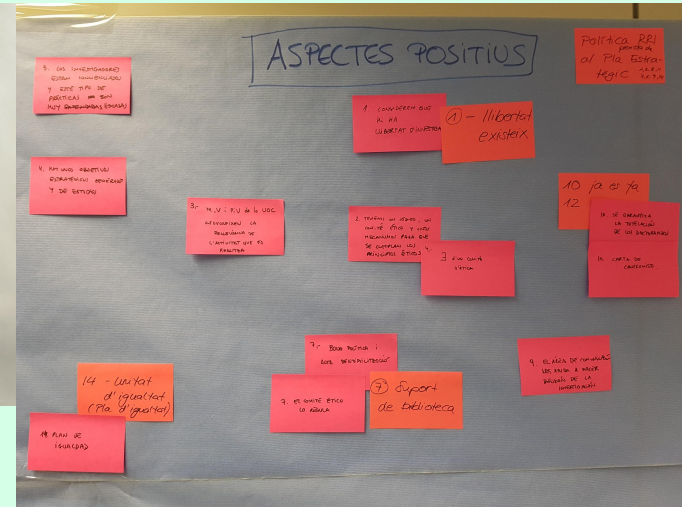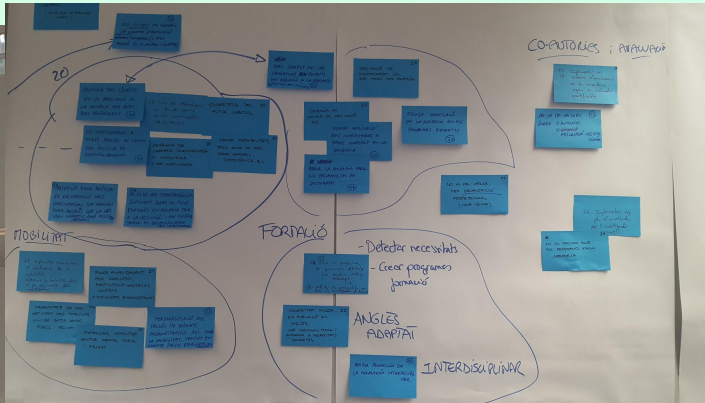
Review of the strengths and areas for improvement taking into account the 40 principles of the C&C

Process at UOC

III.- Action Plan Phase (July 2017 - onwards)

- July 2017. Two workshops and meetings with the AWG for the **analysis of the survey and development of the Action Plan,** managed by the IMC. The a**ctions were ranked** depending on their impact on the university strategy, the C&C principles and the researchers.

- September – December 2017. Prioritization of actions and **review of the Action Plan** by **external experts**.

- January – March 2018. Approval of the Action Plan by both the UOC Research & Innovation Committee and the Executive Board. Publication of the Action Plan on the website. Internal release about the publication.

- March 2018 onwards. Execution and monitoring of the Action Plan.

July 2018 Workshops
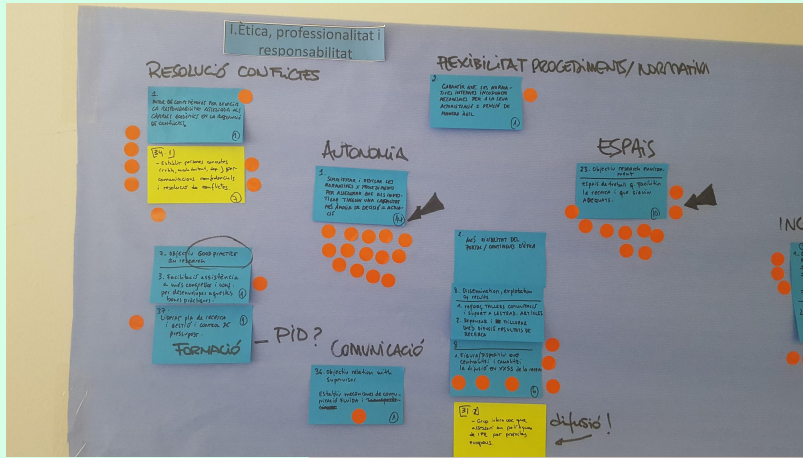
The actions were ranked depending on their impact on the university strategy, the C&C principles and the researchers views.

R&I
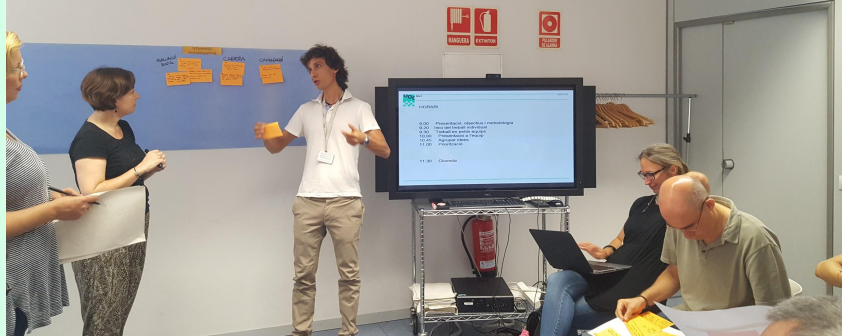
Gap Analysis and Action Plan

UOC

Ⓕ UOCresearch
Ⓣ @UOC_research

Universitat Oberta de Catalunya

General strengths and weaknesses

General strengths

. A **comprehensive regulatory base** is in place and it is appropriately applied, in addition to specific plans and procedures related to most of the principles.

. The **organizational model** for the development of the action plan is adequate and the action plan is very **timely and aligned with the UOCs Strategic Plan**.

. In general terms our staff is **satisfied with the current practices** although there is room for improvement and the **HRS4R is considered of high interest for the UOCs research community**.

General weaknesses

. The recruitment policy, the current processes and procedures do not fully **meet the C&C and OTM-R elements**

. Insufficient knowledge of some members of academic staff and R1 regarding the **procedures and regulations** in force at UOC, resulting probably from deficient information measures and the fact that **information is scattered amongst several documents and intranet pages**.

. **Research career path competences might be updated** and more comprehensive taking into consideration the C&C and the European profiles descriptors. Need of a **more detailed system aimed at determining an optimal proportion between teaching and research duties**.

Strengths and weaknesses per section

Ethical and Professional Aspects

Strengths

- **Positive perception** of UOCs staff regarding their **research freedom** and **current regulations and practices aligned with the C&C**.
- **Appropriate instruments that ensure the quality of the research and avoid ethical problems** in the behaviour of research personnel. The current mechanisms guarantee the fulfilment of the ethical and scientific good practice principles.
- **Clear contractual and legal obligations**.
- **Transparent accountability**.
- **Adequate instruments** to ensure **professional responsibility**.
- **Equality Plan** in place and **Accessibility program**.
- **Information and mechanisms for dissemination** are adequate.

Weaknesses

- **Some lack of knowledge** of the ethical and good professional practice C&C principles by all the researchers.
- Not all the researchers are familiar with the regulations because of **multiple sources and information points**.
- No systematic follow up of the **originality of the publications and research proposals** made by UOC researcher's.
- Lack of **protocol for dissemination through social networks** and need of further **public engagement dissemination**.
- **Research career path competences might be updated and more comprehensive taking into consideration the C&C**

Strengths and weaknesses per section

Recruitment and Selection

Strengths

. **Standardised and integrated** selection and hiring policy and procedure.
. **Experienced** Human Resources and People Development Office and **necessary resources** for its operation, including a specific space on the website for the dissemination of job announcements.
. **No kind of discrimination** (gender, age, ethnic, sexual etc.) on the selection processes.
. **Mobility experience** is recognized as a plus.

Weaknesses

. The recruitment policy, processes and procedures do not fully meet the **C&C and OTM-R elements**.
. Not all the offers are published in **English** on **UOCs website**.
. Not enough **information** for researchers **about OTM-R**.

Strengths and weaknesses per section

Working Conditions and Social Security

Strengths

. **Flexible working conditions** and **stimulating research environment.**
. **Promotion of participation in projects, research networks and other centres or collaborative initiatives.**
. Established **complaints procedure**.
. **People review process** and **professional development initiatives**.
. Appropriate **IPR regulations and services**.
. Possibilities for **participation in decision making processes** (Strategic Plan).
. Appropriate **mechanisms and procedures to deal with complaints/appeals**.

Weaknesses

. Difficulty to establish permanent contracts to all researchers due to different **legal regulations.**
. Need to improve UOCs attractiveness with regard to **remuneration and professional stability**.
. Lack of **mobility policy** and specially for sabbatical **stays abroad**.
. **Research career path competences might be updated and more comprehensive** taking into consideration the C&C.
. Need of better **talent acquisition and development policies** specific for research.
. Information is scattered in several documents and intranet pages and workers are **not always familiar with the rules, procedures actions and services available** (need of a R&I Catalogue of Information and Services)
. Need of physical spaces and initiatives to **facilitate the interaction between academics and researchers**. Need of more **research spaces** because of the continuous growth in the number of researchers.
. Perception of lack of clear correlation between **levels of responsibility and levels of payment**.
. Need of a more detailed **system to balance the teaching load taking into consideration research achievements, research objectives and prospects.**

Strengths and weaknesses per section

Training and Development

Strengths

. UOC **promotes training** and **constant development**.
. Promotion of **role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators** to the highest standards.
. Appropriate **mechanisms and procedures for relation with supervisors**.

Weaknesses

. Lack of **specific training plan and training catalogue for researchers.**
. Possibility of improving the **knowledge of the training opportunities** of the staff for professional development.

UOC Actions

A.No.	FOCUS AREA	TITLE		C&C PRINCIPLES
1	1. Research career path competencies and skills	Review and update the research career path competencies and skills		11, 12, 14, 15, 17, 18, 21, 22, 25, 26, 28, 29, 30, 31, 33, 38

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Need to review and update the research career path competencies and skills taking into consideration the European research profiles descriptors. Need of a more detailed system to balance the teaching load taking into consideration research achievements, research objectives and prospects.	All (R1-R4)			Q1	Review and update the research career path competencies and skills as an integral part of adopting the EU Charter and Code for Researchers. An analysis of UOC research profiles descriptors will be done to better align them with the European profiles. The development of a more detailed system aimed at determining an optimal proportion between teaching and research duties will be analyzed taking into account research achievements and prospects. Research management staff will also be taken into account.

Responsible(s)	Participant(s)
. Vice-rectorate for Strategic Planning and Research . Human Resources and People Development Office	. General Management of Finances and Resources . Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Drafts	. Research Career Path review approved by governing bodies . Publication

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
2	1. Research career path competencies and skills	Review and update the research career path competencies and skills (communication plan)	11, 12, 14, 15, 17, 18, 21, 22, 25, 26, 28, 29, 30, 31, 33, 38

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Need to review and update the research career path competencies taking into consideration the European research profiles descriptors. Need of a more detailed system to balance the teaching load taking into consideration research achievements, research objectives and prospects.	All (R1-R4)			Q2	Communication plan for the review and update of the research career path competencies and skills as an integral part of adopting the EU Charter and Code for Researchers.

Responsible(s)	Participant(s)
. Communication Office . Human Resources and People Development Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . Research Communication Committee . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Drafts	. Approval by governing bodies . Communication plan finalized . Communication actions (workshops and information provided)

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
3	2. Mobility and research sabbatical stays abroad	Mobility Policy	18, 29

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Mobility as part of the assessment of the research career and lack of specific policy regarding stays abroad	All (R1-R4)		Q2		A mobility policy will be created with specific fixed regarding mobility and research sabbatical stays abroad. Special attention will be given to intersectorial, inter- and transdisciplinary nobilities. Virtual mobility and mobility between the public and private sector will also be considered taking into consideration UOCs nature (virtual university).

Responsible(s)	Participant(s)
. Vice-rectortorate for Strategic Planning and Research . Human Resources and People Development Office	. Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Drafts	. Approval by governing bodies . Mobility policy publication

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
4	3. OTM-R improvement	OTM-R working group	12, 13, 14, 15, 16, 17, 18, 21

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Lack of interuniversity OTM-R working group for revision and continuous update of selection and recruitment processes under OTM-R principles	All (R1-R4)	Q3			Creation of an OTM-R working group in charge of revision and definition of selection and recruitment processes under OTM-R principles

Responsible(s)	Participant(s)
. Knowledge Transfer and Research Support Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Human Resources and People Development Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings	. Periodic working group meeting reports

UOC Actions

A.No.	FOCUS AREA	TITLE		C&C PRINCIPLES
5	3. OTM-R improvement	UOC Recruitment Policy		12, 13, 14, 15, 16, 17, 18, 21

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
The recruitment policy, the current processes and procedures do not fully meet the C&C and OTM-R elements	All (R1-R4)			Q1	The UOC recruitment and selection policy will be updated and reviewed in order to meet the C&C and OTM-R elements as described in the Gap Analysis. Special attention will be paid to the gaps and needs identified during the HRS4R process at UOC for principles 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)), 21 (Postdoctoral appointments (Code)), and OTM-R checklist

Responsible(s)	Participant(s)
. Human Resources and People Development Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Drafts	. Approval by governing bodies . Publication

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
6	3. OTM-R improvement	UOC Recruitment Policy (English) and use of advertising tools to attract international talent	12, 13

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Not enough international recruitment	All (R1-R4)		Q1		As shown in the current Strategic Plan the internationalization principle is one of UOCs main interests and the Strategic Plan includes specific actions to attract talent and international mobility. The updated recruitment and selection policy will be published in English and further attention will be given to attract international talent including the publication in English of all the offers not only on Euraxess but also on the UOC website, and the use of additional international advertising tools.

Responsible(s)	Participant(s)
. General Management of Finances and Resources . Human Resources and People Development Office	. Vice-rectorate for Strategic Planning and Research . Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Offers published in English and use of adverts	. Publication . All the offers published in English and use of additional international advertising tools when needed

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
7	3. OTM-R improvement	OTM-R training	12, 13, 14, 15, 16, 17, 18, 21

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Not enough information for researchers about OTM-R	All (R1-R4)		Q4		Communication plan and training actions for researchers about application of OTM-R

Responsible(s)	Participant(s)
. Communication Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Human Resources and People Development Office . Knowledge Transfer and Research Support Office . Research Communication Committee . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Drafts . Number of training and communication actions	. Approval by governing bodies . Communication plan finalized . Communication and training actions

UOC Actions

A.No.	FOCUS AREA		TITLE	C&C PRINCIPLES
8	4. Talent acquisition and development		Talent Acquisition and Development Plan	25, 26, 28, 30, 38

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Talent acquisition and development initiatives specific for research	All (R1-R4)			Q1	A Talent Acquisition and Development Plan specific for research will be implemented. As already identified in the UOC 17-20 Strategic plan two specific working groups will be appointed: one on talent acquisition and recruitment and one on talent development. A subplan specific for research will be implemented in order to create a work environment characterized by trust, distributed leadership, institutional commitment and recognition of professional expectations and achievements, enabling the University to attract and retain talent.

Responsible(s)	Participant(s)
. Human Resources and People Development Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Draft	. Approval by governing bodies . Publication

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
9	5. Create / Improve Welcome Process	Welcome Service	2, 3, 4, 7, 32

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Not full alignment of the welcome process with the C&C, information is scattered in several documents and intranet pages and workers are not always familiar with the rules, procedures actions and services available.	All (R1-R4)		Q1		Implementing the current welcome service for new professors and researchers developing specific internal guidelines. Special attention will be given to foreign researchers.

Responsible(s)	Participant(s)
. Human Resources and People Development Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Draft	. Approval by governing bodies . Publication . Satisfaction survey results

R&I

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
10	5. Create / Improve Welcome Process	Welcome Package	2, 3, 4, 7, 32

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Not full alignment of the welcome process with the C&C, information is scattered amongst several documents and intranet pages and workers are not always familiar with the rules, procedures actions and services available.	All (R1-R4)		Q1		Implement the UOC Welcome Package and the follow-up for the incoming researchers. The Package will include specific and more updated and implemented information on principles 2 (Ethical principles), 3 (Professional responsibility), 4 (Professional attitude), 7 (Good practice in research) and 32 (Co-authorship) as detailed in the Gap Analysis.

Responsible(s)	Participant(s)
. Human Resources and People Development Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Draft	. Approval by governing bodies . Publication . Visits to the dedicated webpage

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
11	5. Create / Improve Welcome Process	Dissemination Plan of the UOC Welcome Package targeted to R1-R2/R3-R4	2, 3, 4, 7, 32

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Not full alignment of the welcome process with the C&C, information is scattered in several documents and intranet pages and workers are not always familiar with the rules, procedures actions and services available.	All (R1-R4)		Q1		An specific dissemination plan of the UOC Welcome Package targeted to R1-R2/R3-R4 will be developed in conjunction with the Internal Communication Unit. The dissemination plan will pay specific attention to the gaps and needs identified, particularly for principles 2 (Ethical principles), 3 (Professional responsibility), 4 (Professional attitude), 7 (Good practice in research) and 32 (Co-authorship).

Responsible(s)	Participant(s)
. Communication Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Human Resources and People Development Office . Knowledge Transfer and Research Support Office . Research Communication Committee . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Drafts . Communication actions	. Approval by governing bodies . Communication plan finalized . Communication and training actions

R&I

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
12	6. Information on R&I Services, rules and procedures aligned with the C&C	R&I Catalogue of Information and Services	2, 3, 4, 6, 7, 8, 32

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Information is scattered amongst several documents and intranet pages and workers are not always familiar with the rules, procedures actions and services available.	All (R1-R4)		Q2		Creation of a web based UOC R&I Catalogue of Information and Services in order to provide open, clear and transparent information of the several services offered to the R&I staff. Special attention will be given to the gaps identified in the HRS4R process at UOC as lack of information was detected, specially for principles 2 (Ethical principles), 3 (Professional responsibility), 4 (Professional attitude), 6 (Accountability), 7 (Good practice in research), 8 (Dissemination, exploitation of results), and 32 (Co-authorship).

Responsible(s)	Participant(s)
. Knowledge Transfer and Research Support Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Human Resources and People Development Office . Library Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Draft	. Approval by governing bodies . Publication . Visits to the dedicated webpage

UOC Actions

A.No.	FOCUS AREA		TITLE	C&C PRINCIPLES
13	6. Information on R&I Services, rules and procedures aligned with the C&C		Dissemination Plan of the R&I Catalogue of Information and Services	2, 3, 4, 6, 7, 8, 32

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Information is scattered amongst several documents and intranet pages and workers are not always familiar with the rules, procedures actions and services available.	All (R1-R4)		Q2		An specific dissemination plan of the UOC R&I Catalogue of Information and Services targeted to R1-R2/R3-R4 will be developed in conjunction with the Internal Communication Unit. The dissemination plan will pay specific attention to the gaps and needs identified, particularly for principles 2 (Ethical principles), 3 (Professional responsibility), 4 (Professional attitude), 6 (Accountability), 7 (Good practice in research), 8 (Dissemination, exploitation of results), and 32 (Coauthorship).

Responsible(s)	Participant(s)
. Communication Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . Human Resources and People Development Office . Library Office . Research Communication Committee . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Drafts . Communication actions	. Approval by governing bodies . Communication plan finalized . Communication and training actions

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
14	7. Professionality, good practice and dissemination	Implementation of a tracking system for the originality of UOC publications and research projects	2, 3, 4, 7, 8, 32

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Follow up of the originality of the publications and research proposals made by UOC researcher's.	All (R1-R4)			Q1	At the present time no anti-plagiarism software is systematically used to verify the originality of the publications and research proposals made by UOC researcher's. A protocol in order to systematically verify the originality of the publications and research proposals made by UOC researcher's will be developed.

Responsible(s)	Participant(s)
. Library Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . Technology Department . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Software analysis . Protocol drafts	. Approval by governing bodies . Publication . Reports

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
15	8. Dissemination and public engagement	Protocol for the dissemination of R&I through social networks and specific dissemination actions for general public.	4, 7, 8, 9

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Lack of a protocol for the dissemination of R&I through social networks and need of further public engagement dissemination	All (R1-R4)		Q4		A specific Protocol for the dissemination of R&I through social networks will be developed in order to implement dissemination actions and public engagement. The organisation of more events and activities of science with and for society such as dissemination events, initiatives for children and young people, initiatives with schools and companies, and open doors initiatives was also highlighted as a space for improvement and specific dissemination actions of this nature will be targeted in the new UOC Communication Plan already being developed in the context of the UOC Strategic Plan

Responsible(s)	Participant(s)
. Communication Office	. Vice-rectortorate for Strategic Planning and Research . General Management of Finances and Resources . Knowledge Transfer and Research Support Office . Research Communication Committee . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Social network analysis / mapping . Schedule of events . Drafts . Communication actions	. Approval by governing bodies . Publication . Reports

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
16	9. Training and professional development	Training plan for researchers	30, 38, 39

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Convenience of having a specific training plan and training catalogue for researchers	All (R1-R4)			Q2	Design of a specific training plan and training catalogue for researchers in coordination with the review and update of the research career path competencies and skills (Action No. 1) and personalized for researchers R1, R2, R3, R4. The plan will include specific actions for the detection of training needs and the facilitation of training in specific methodologies defined by the type of research. Specific training areas detected during the HRS4R process include workshops about career options for researchers, training for thesis direction, training on financial and people management and training on dissemination and research results valorization.

Responsible(s)	Participant(s)
. Human Resources and People Development Office . Knowledge Transfer and Research Support Office	. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Analysis of training needs report . Drafts	. Approval by governing bodies . Publication . Reports

R&I

UOC Actions

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
17	10. Research environment	Provision of specific physical spaces and initiatives to facilitate research alliances and plan for the implementation of research spaces.	23

TARGETED WEAKNESS	TR	18	19	20	DESCRIPTION
Need of specific physical spaces and initiatives to facilitate alliances with different agents and specifically to facilitate the interaction between the academic professors and the researchers working at the UOC research centres. Need of more research spaces because of the continuous growth in the number of researchers.	All (R1-R4)			Q4	A plan to provide with better specific physical spaces and initiatives to facilitate alliances with different agents will be developed. The plan will specifically consider the need of better interaction between the academic professors and the researchers working at the UOC research centers. An assessment of the current research spaces will also be carried on in order to meet the needs associated with the continuous growth in the number of researchers.

Responsible(s)	Participant(s)
. Vice-rectorate for Strategic Planning and Research . General Management of Finances and Resources	. Human Resources and People Development Office . Knowledge Transfer and Research Support Office - General Services Office . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Analysis of training needs report . Drafts	. Approval by governing bodies . Publication . Reports

Implementation

The already appointed *UOC HRS4R Implementation and Monitoring Committee* will internally **monitor the development and compliance of the Action Plan**. The *UOC HRS4R Advisory and Working Group* will be **responsible for providing advice and support** in the implementation of the process and the *Steering Committee* will **lead the process.**

These three committees proved to **successfully work in conjunction** for the development of the Gap Analysis and Action Plan and **their role in the execution of the Action Plan will be essential to keep involving the whole research community, the governing bodies, all management departments, and administrative and services staff in the implementation.**

Implementation

The **self-assessment** and **internal participatory workshops** will be conducted **every two years** and will result on a **progress report updating the Action Plan for the subsequent period**.

The **external assessment** of progress, if it is previously authorized by the European Commission, would be carried out by an **external expert** who would act as supervisor for the **HRS4R implementation**.

Implementation

The monitoring procedure will include the review of :

- **Monitoring meetings** with people in charge of the actions, at least once **every four months**.

- **Assessment reports** prepared by the UOC HRS4R Implementation and Monitoring Committee **every six months** and approved by the UOC Research and Innovation Committee. The UOC HRS4R Advisory and Working Group will take part and assess the progress.

- On September-October 2019, an **internal audit** will be held. The **audit report** will cover the completion of the Action Plan and will be published on the web site.

- The Steering Committee will be **regularly updated about the progress**, at least once every four months.

The action plan is fully aligned with the UOC Strategic Plan to the point that all the actions will be included as Strategic Plan actions.

Corrective actions will be taken if UOC does not comply with the established deadlines or new regulatory conditions or strategic decisions could affect the strategy.

R&I

Gràcies!! THANKS!

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Web: http://research.uoc.edu/portal/en/ri/activitat-rdi/hrs4r/index.html

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