HUMAN RESOURSES STRATEGY FOR RESEARCHERS ACTION PLAN

MAY 2019

CONTENIDO

1 ORGANISATIONAL INFORMATION

Please provide a limited number of 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	*1092*
Of whom are international (i.e. foreign nationality)	*71*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*71*
Of whom are women	*468*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*449*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*24*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*69*
Total number of students (if relevant)	*15028*
Total number of staff (including management, administrative, teaching and research staff)	*1556*
RESEARCH FUNDING (figures for most recent fiscal year)	*€*
Total annual organisational budget	*112.274.000*
Annual organisational direct government funding (designated for research)	*2.040.599,73*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*6.647.141,02*
Annual funding from private, non-government sources, designated for research	*27.023,32*
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

Jaén University (UJA) was created in 1993 and is in the Top 50 of the world's best young universities according to Times Higher Education. UJA has received the distinction of Campus of International Excellence in the fields of Agrifood (CEIA3) and Climate Change (CamBio), plus it also leads the Andalusian CEI project on historical heritage PatrimoniUN10. In regards to its research, there are five specialized centers at Jaén University CEAOyAO (Advanced center for Olive Grove and Olive Oils), CEAEMA (Advanced center for Energy and Environmental Sciences), CEATIC (Advanced center for ICT), CEATIERRA (Advanced center for Earth Sciences), CAAI (Institute for Iberia Archeology).

2 ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organization's website.

Please provide the web link to the organization's HR Strategy dedicated webpage(s):

*URL: https://www.ujaen.es/investigacion-y-transferencia/human-resources-strategy-researchers-hrs4r

Please fill in a sum up list of all individual actions to be undertaken in your organization's HRS4R to address the weaknesses or strengths identified in the Gap Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (quarter)	Indicator(s) / Target(s)
ACTION 1. HRS4R PROJECT´S KICK-OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA AT UJA The goal of this action is to attain an increasing involvement of the C&C criteria in the research community and in everyday research practices. • Include the actions defined in this **Action Plan** in the deployment of the Strategic Plan of UJA. • Schedule **periodical briefings in departments and institution's management to influence the dissemination of the C&C key lessons to research** (PDI) and administrative (PAS) staff. • **Organize** an OTMR and C&C **seminar** for the research and HHRR staff community to present the Action Plan. • **Incorporate new researchers that wish to join the Implementation Working Group** (IWG) for specific working teams.	*ALL*	*Q3 2019*	• WG HRS4R constituted • WG OTMR constituted • Online material available • Number of attendants to the seminar • Number of new researches join the IWG
ACTION 2. CREATION OF A PROFESSIONAL DEVELOPMENT STRUCTURE Junior researchers, R1 and R2, demand a global vision related to the professional prospects for their training. Our proposal is to identify the functionalities and working demands and create an organizational structure for assistance in the professional development, involving vice-chancellorships and services with competences in personnel, knowledge transfer, employability, entrepreneurship and research, with the goal of centralising professional career advice to junior researchers and teachers. This structure will include a professional network with former UJA alumni for receiving a business-oriented perspective of employment for junior	17. Variations in the chronological order of CVs (Code) 28. Career development 30. Access to career advice 37. Supervision and managerial duties	*Q1-Q2 2021*	• Map of professional research career options published. • Workshops and courses organised for professional career development. • Number of attendees to courses

researchers. Workshops or fairs for researchers will also be organized for career advice.	40. Supervision		• Number of alumni receiving employment advise.
ACTION 3. PILOT AND LAUNCH UJA's MENTORSHIP PROGRAM FOR R1 AND R2 RESEARCHERS Mentors will be recruited within UJA's departments, researchers and other professionals external to UJA with experience in industry, research management, etc. A pilot program will be drafted. Mentors will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life. Initially researchers recruited by UJA's self-funded research projects will be appointed to these pilot mentoring activities. This pilot plan will be subjected to an intermediate evaluation, before being extended to the remaining junior researchers.	28. Career development 37. Supervision and managerial duties	*Q1-Q2 2020*	• Pilot mentorship program set-up. • Training courses to improve the mentorship abilities mentors available. • Results of the evaluation and plan to expand this activity to other researchers. • Number of R1 and R2 mentorized (if the program continues)
ACTION 4. WRITE AN APPRECIATION PLAN Write an appreciation plan for the teaching /researchers staff, defining merits that are not directly valued in other evaluation methods, (sexenios and quinquenios), such as the engagement in diffusion and outreach activities, positive evaluations in the teaching evaluation, etc. This plan will be linked to the funding of different research-related activities, such as funding the attendance to scientific meetings, special funding to the research group, etc.	11. Evaluation/ appraisal systems 38. Continuing Professional Development	*Q4 2019*	• Appreciation plan published • Number of researches evaluated.
ACTION 5. IMPROVEMENT IN THE RECRUITMENT OF RESEARCHERS FUNDED BY RESEARCH PROJECTS	11. Evaluation/ appraisal systems	*Q2 2020*	• Number of evaluation documents provided

We propose to issue an evaluation certificate for the R2 researchers funded by research projects, to certify their good performance and the description of technical abilities that they have performed during the contract. This certificate will be useful to demonstrate their experience for other selection processes both in and outside of academia. In addition, the contract will include a paragraph to define that any complaints should be addressed to UJA's ombudsman.	34. Complaints/ appeals 38. Continuing Professional Development		• Change in all the contract including the complaints mechanisms
ACTION 6. IMPROVEMENT OF THE ACCESS TO TRAINING IN LINARES CAMPUS Survey which training session are in high demand at the Linares campus, and enable remote access (teleconference) to training courses for the researchers working at this Campus.	39. Access to research training and continuous development	*Q3 2022*	• Number of remote courses provided • Number of attendants to courses
ACTION 7. UNIFY AND ORGANISE WEB INFORMATION ON MOBILITY GRANTS All the information concerning local, regional, national, European and international mobility grants will be updated periodically and included in a dedicated website, and seminaries, to provide researchers with the access to this information. Spanish and English versions of the website will be available, and this information will be integrated into the Welcome Manual.	*13. Recruitment (Code)*	*Q2 2022*	• Website updated • Number of downloads • Number of attendees to special communication events performed
ACTION 8. FOSTER THE INTEREST OF JUNIOR AND SENIOR RESEARCHERS IN THE PERFORMANCE OF OUTREACH ACTIVITIES UJA wishes to foster interest in the performance of outreach activities among researchers. With this aim it will include the organization or performance of these activities as a merit for the appreciation plan and also include this item in the scales for R1 or R2 contracts.	9. Public Engagement	*Q1 2022*	• Inclusion of outreach in the appreciation plan • Inclusion of outreach in the evaluation scales

			• Number of researchers that participates in outreach activities
ACTION 9. IMPROVEMENT OF SELECTION CRITERIA The OTM-R implementation working group will review and define the processes for selecting and recruiting researchers for the progressive adaptation to the OTM-R system. The main action will be to 1) define less specific professional profiles in the description of the call; 2) include the belonging to disadvantaged groups as positive criterion of selection in an equal merit situation; 3) include other criteria, such as fundraising, in the evaluation scales; 4) include engagement in outreach events in the scales. These changes will be applied to all the contracts performed by UJA.	12. Recruitment 13. Recruitment (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 19. Recognition of qualifications (Code)	*Q2 2020*	• Use of new modified scales in calls • 100% of the calls includes new selection criteria
ACTION 10. IMPROVEMENT OF THE MANAGEMENT OF THE JOB OFFERS The OTM-R implementation working group will review and define the processes for selecting and recruiting researchers for the progressive adaptation to the OTM-R system. Review rules and procedures for the implementation of the OTM-R system in the recruitment of researchers with UJA's dependent contracts: 1) Centralise all the job offers for researchers on one single website, divided in terms of the professional profile. 2) Include offers for teaching staff on international platforms such as Euraxess. 3) Offer feedback about the results of the selection process to R2 researchers recruited by research projects.	13. Recruitment (Code) 15. Transparency (Code)	*Q2 2020*	• Centralise all the job offers for researchers on one single website, divided in terms of the professional profile • 100% of offers published in Euraxess • 100% of R2 researchers recruited by research projects receives feedback about the results of their selection process

ACTION 11. IMPLEMENT AND TRAIN ON OTMR PROCEDURES. Write an "OTM-R guidelines", Spanish and English online version will be available, including all the improvements incorporated in the recruitment process (Actions 8, 9 and 10). In addition, specific training actions will be provided to the administrative staff and researchers involved in recruiting processes based on the implementation of the OTM-R system. A reference of the procedure will be included in the Welcome Manual. Include the EFQM quality control indicators.	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)	*Q1 2022*	• UJA calls compliant with OTMR • Selection and Recruiting OTMR guide published • Number of attendees to courses on OTMR for administrative staff available • Number of attendees to courses on OTMR for researchers involved in recruiting processes available • Basic information on OTMR included in Welcome Manual • Compliance with the EFQM indicators.
ACTION 12. WRITE ETHICAL MANUAL Although UJA has an ethical committee with three commissions (animal testing, human research and GMO and biological agents), there is not a unified, general document describing the ethical vision of UJA. An ethical manual will be written to actively promote the knowledge about the regulations and role of the committee within the UJA community. It will be published on the website and included in the Welcome Manual. Étc.	02. Ethical principles	*Q1 2020*	• Updated ethical/bioethical committee. • Research ethics/bioethics rules manual updated published online in Spanish and English

			• Number of downloads
ACTION 13. WRITE A WELCOMING PROTOCOL FOR FOREIGN RESEARCHERS Define the units of UJA implicated in the welcoming process, and the procedures to be performed (visa, housing, etc.), to assist foreigners in integrating quickly at UJA. In addition, a pre-arrival guide summarizing the most important items: applying for a visa and residency, money and banking, housing, education, health and other practical information will be available in the web in Spanish and English.	12. Recruitment 13. Recruitment (Code)	*Q3-Q4 2021*	• Write the protocol • Write the pre-arrival guide. • Number of downloads • 100% of foreign researchers receive the welcoming protocol
ACTION 14. UJA'S WELCOME MANUAL FOR RESEARCHERS AND TRAINING SESSION a) Write the "UJA Welcome Manual for researchers" that shall be created and published progressively, incorporating the products of this action plan in successive versions until completed. Spanish and English online versions will be available. The manual will include all the information concerning the procedures, rules, policies, guidelines, handbooks and resources available for the correct development of the research career at UJA. b) Training courses for newcomers will be designed for predocs, postdocs and other researchers.	05. Contractual and legal obligations 07. Good practice in research 09. Public engagement 24. Working conditions 28. Career development 29. Value of mobility 33. Teaching 34. Complaints/ appeals	*Q1, Q2 2020*	• Welcome Manual published online • Number of attendees at the training course for newcomers • 100% newcomers receive the welcome manual

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

In the action plan outlined above there are a number of 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 9, 10 and 11.

By publishing scientific job advertisements on EURAXESS, UJA 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 "**A6 IMPROVE GENERAL OTMR PROCEDURES**" and "**A7 IMPLEMENT AND TRAIN ON OTMR PROCEDURES**", to be implemented by the University Management, which will include the C&C principles and:

A reference of the procedure will be included in the Welcome Manual.

3 IMPLEMENTATION

This Action Plan covers the period 2019-2024 and includes the actions planned for the final list of C&C principles defined by the process previously described. Each implemented principle is outlined with the current situation at UJA and one or more improving actions are provided together with the corresponding indicator for evaluation, the department/s responsible/s for the action development and the expected completion date within the period 2019-2024. Some principles have been regrouped as they have resulted in the implementation of the same actions within the Action Plan (e.g. Welcome Manual for researchers).

Next step, as the last point before being submitted to the European Commission, the HR Strategy and action plan at UJA will be published on the institutional website. The main objective is to illustrate how UJA will adopt the Strategy and, after the official acknowledge by the EC, the concerned information will be shown at an outstanding position within the institutional web page. The HRS4R WG, on its role of monitoring committee, will internally monitor the development and compliance of the Action Plan. The self-assessment will be conducted every two years and will result on a progress report updating the Action Plan for the subsequent period. The external assessment of progress, if it is previously authorized by the European Commission, would be carried out by an external evaluator, who would act as supervisor for the HRS4R implementation. Timeline of the actions was thoroughly discussed with the responsible persons, who have confirmed their project routine and provided more information about milestones and indicators of success. Actions have been planned with all precautions; work plan provides milestones, controlling measures and risk management procedures.

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

The implementation of this action plan will be assured with an optimized model of governance, coordination mechanisms, monitoring tools and resources that will accelerate the adoption of new policies and practices of human resources management in research which, in turn, will enable UJA to be in line with its European references.

Given that HRS4R is a transversal project that affects almost all the functions of the university, to ensure its implementation it has been decided to:

- Include the Hrs4r Action Plan in the deployment of the Strategic Plan of the University of Jaen 2020-2024.

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

- Vice-Rectorate for Research

- Vice-Rectorate for Strategy and Change management

- Vice-Rectorate for Coordination and Teaching quality

- Vice-Rectorate for Faculty and Academic Management

- Vice-Rectorate for Internationalization

- Vice-Rectorate for KnowledgeTransfer, Entrepreneurship and Employability

- Management

- designate a "HRS4R Manager/responsible", single person in charge to lead the implementation

- create a technical support office

Due to the commitment of the university with the Charter& Code and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q3 2019.

Three different levels of responsibility will support the implementation:

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

- Implementation Working Group (IWG) will be steered by the HRS4R Manager/responsible (assistant to Vice Rectorate of Strategic Planification and Change Management. 4-6 members of the Working Group will be appointed plus other research and administrative staff members that will be invited to participate. The IWG will deploy the HRS4R Action Plan, the HRS4R Manager/responsible will also control quality and follow up of indicators. She / he will also communicate the advances to UJA's Steering Committee. Small specialized working groups will be created to work on specific topics, for instance: the Implementation OTM-R Working Group (OTM-R IWG) will be composed of 2-3 Human Resources staff members responsible, and other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.

2. The Technical Secretariat (TS) will support the HRS4R Manager/responsible and the IWTs for the preparation of deliverables, quality control and follow up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

The commitment of UJA includes designating specialized personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

This process enables organizations to truly integrate the principles into their own human research policy, thereby promoting the organization as a stimulating and favourable work place. In this sense, the Action Plan for UJA comprises 14 actions to be undertaken during the next period 2019-2023. Few of these actions are very complex to be fully developed, but they will represent a highly

significant step to strengthen UJA recruitment practices and employment conditions, so that the whole process will be highly beneficial for both researchers who work and wish to work at UJA and for our institution itself. Main improvements expected from the process implementation are to increase our attractiveness to researchers and provide them with a favourable working environment, high quality research and innovation, and international mobility valorization.

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the HRS4R Manager/responsible is appointed, the IWG members chosen and the Technical Secretariat set up, a kick off meeting will be to assess the different tasks and resources needed for the fulfilment of the action plan.
	The IWGs will meet on a bimonthly basis with the support of the TS to report HRS4R Manager/responsible about the progress in the tasks defined and problems encountered.
	The HRS4R Manager/responsible will report and hold bi-monthly meetings with the Steering Committee to inform about the implementation process.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The research community (R1-R4) will be represented as members of the IWG. In a first instance, researchers that have participated in the discussions in the Gap Analysis and Action Plan working teams will be invited to join the IWT, but it will be opened for the whole academic community. They will be involved in the design of the actions and the pilot deployment testing.
	Additionally, surveys to increase the awareness of the HRS4R criteria, to identify training needs, to test the level of knowledge of key documents (Research Manual, Recruiting Guide, Ethical Code, etc.) will be launched to the research community.
	Specific communication action will be designed with the objective of raising awareness in the university community about the C&C and OTM-R criteria. Those will include updating of the web contents, creation of content for UJA's regular communications, announcement of new rules, documents, and an annual meeting presenting and updating the implementation level of the HRs4R, where international colleagues (from other European universities will be invited), etc.
How do you proceed with the alignment of organizational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.	UJA will update the Research Strategy 2020-24 and will add an additional chapter to include the HRS4R and OTM-R actions plan.
	The IWG will also be responsible for verifying that UJA policies regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.

	As several Vice rectorates were involved in the process, any overlapping of this action plan with other UJA initiatives, will be detected in the Management board.
How will you ensure that the proposed actions are implemented?	The HRS4R Manager/responsible will alert from deviations of the timeline to the Steering Committee, that will take the corresponding actions to add more resources to control the deviations of the original plan. Additionally, a quality control will be performed every two years by an external reviewer and international expert on HRS4R issues. In order to be aligned with the European best practices, the HRS4R Manager/responsible will attend to the info days (both HRS4R and Euraxess), to be aligned, to learn from best practices on policy issues related to skills and talent management, etc.
How will you monitor progress (timeline)?	The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. It will also be integrated in the monitoring system of UJA. IWG will hold bi-monthly meetings with the HRS4R leader to review the development of the implementation of the tasks defined for the actions currently in progress.
How will you measure progress (indicators) in view of the next assessment?	The previously detailed indicators will be verified quarterly to find evidence of any deviation from the HRS4R or with organizational policies. The internal evaluation will be performed by the HRS4R Manager/responsible through the following actions: 1. the revision of the advancement of the project after the compromises reflected in the Action Plan, 2. the revision of the indicator progress reports, 3. the reports of activities, 4. quality compliance With this data, a progress report will be elaborated 12 months after the activity was initiated, and reported to the SC. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available in EURAXESS will be used