Internal Review

Case number: № **2018ES360970**
Name Organisation under review: Universidad de Jaén
Organisation contact details: <vicinv@ujaen.es> Universidad de Jaén, Campus Las Lagunillas, Edif. B1, 23071 Jaén (Spain)

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 involved in research either full-time or part-time*	*1720*
Of whom are international (i.e. foreign nationality) *	*42*
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	*120*
Of whom are women *	*827*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	*652*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	*109*
Of whom are stage R1 = in most organisations corresponding with doctoral level *	*744*
Total number of students (if relevant) *	*14262*
Total number of staff (including management, administrative, teaching and research staff) *	*1521*

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	**122,802,498,50**
Annual organisational direct government funding (designated for research)	5.432.553,76
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5.867.636,99
Annual funding from private, non-government sources, designated for research	22.650

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

The University of Jaén (UJA) was created in **1993** and it is in the Top 50 of the world's best young universities according to Times Higher Education (THE). UJA has the distinction of Campus of International Excellence in the fields of Agrifood (CEIA3) and Climate Change (CamBio) and leads the Andalusian CEI project on historical heritage PatrimoniUN10. It is the home of 11 training centres (faculties and higher polytechnic schools) and 6 advanced research centres. It welcomes new foreign students (https://web.ujaen.es/serv/vicint/) and new research proposals (https://www.ujaen.es/servicios/ofipi/project-experience) as part of the effort to increase its international profile and widen its horizons.

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.

Ethical and professional aspects:

Strengths

Research freedom and ethics

- Freedom of Research is included in the UJA Statutes (*Estatutos de la Universidad de Jaén*).
- The ethical commission is divided into three Committees: Ethical Committee for Human Research (CEIH), Ethical Committee for Animal Research (CEEA), and Ethical Committee for the Experimentation in GMO and Biological Agents (CIOMGAB). Researchers are committed to obtain a positive report from the Ethical Commission before submitting a proposal in any call. .Turnitin anti-plagiarism software is used prior to PhD defence.
- UJA implemented a Program on Innovation and Promotion of Good Teaching Practices (*2016-19 period*) followed by a Program on Teaching Innovation and Improvement (*2019-2023 period*).

Accountability and IP protection:

- The Internal Control Office (*Servicio de Control Interno*) assures accountability in terms of legality, efficacy and efficiency. The Research Management Office provides information on strategic issues like liability, funding, research calls and intellectual property.

- UJA has an Intelectual Property regulation, a Research Results Transfer Office (*OTRI*), and it provides intellectual property and technology transfer courses. It also has a Program for supporting knowledge transfer, entrepreneurship and employability (*2022 version*), a Program for supporting the creation of knowledge-based companies (*Programa de apoyo a las empresas basadas en el conocimiento*) and prototypes and patents development support (https://www.ujaen.es/gobierno/vicinv/fortalecimiento-junta-de-andalucia-feder/plan-de-fortalecimiento-uja-capacidades-en-idi-5).

Labour risks

- UJA has a Health and Safety Committee (*Comité de Seguridad y Salud*), a Labour Risk Management Service (*Servicio de Prevención*) and a labour risk prevention plan (*Plan de Prevención*). UJA periodically offers courses on health and safety

Outreach

Research outreach is supported by the Vice Chancellor for Communication, the Scientific Culture and Innovation Unit (UCC+i), the Research Outreach Plan with 12 work lines and UJA presence in social networks.

Equality

- UJA Statutes state that all selection processes will be based on the principles of equality, merits and ability of the candidates. UJA has an equality unit, an equality plan and a guide for the use of a non-sexist language, and holds equality awareness events.

Evaluation

- R1 researchers are evaluated annually by the Academic Commission of the corresponding Doctorate Program (doctorate school) and by the funding institution. This evaluation is required in order to continue the doctorate studies. The professional development and competitive research performance of permanent and tenured staff is demonstrated by an external positive evaluation over six-year periods (*sexenios*). This research staff may also apply for the knowledge and results transfer evaluation through the so-called "*sexenios de transferencia*".
- Individual researchers are evaluated by the Regional Ministry of Economic Transformation, Industry, Knowledge and Universities, to receive remuneration complements for productivity. The Ministry evaluates research groups as well.
- Students evaluate teaching abilities and performance of the teaching staff and an.   overall teaching performance at UJA is evaluated according to the Docentia programme.
- The head of the department writes a report on associate professors that were recruited over the year.
- The teaching management plan is used to evaluate teachers yearly to determine the number of teaching hours to be commissioned for the next year.

Weaknesses

- UJA lacks an official manual of ethics in research.
- Researchers focus more on CV building activities rather than technology transfer and outreach.
- Some evaluation procedures (Docencia, "sexenios" and "quinquenios" national call) are voluntary.

Remarks (max 500 words)

The following actions have been undertaken to turn the weaknesses identified in the initial gap analysis into strengths:

- The University of Jaén Code of Good Practice in Research has been developed and is openly available in Spanish and English. Its two main objectives consist in the protection of the quality, veracity and honesty of the scientific research carried out at UJA and the protection of the bioethical rights and obligations of people, animals and the environment during the development of scientific research at UJA. Guidelines and recommendations for a responsible university have also been provided.

- UJA has approved an Anti-fraud Measures Plan and general codes of ethics and best practices.

- The institution has considered and promoted outreach and communication activities as merits in the Academic Organisation Plan (*PDA-Plan de Dedicación Académica*). New activities and merits are being evaluated in this respect.
- The institution provides recognition and incentives on objective measures for those who have a positive evaluation of teaching and research merits (*Incentivos para el reconocimiento de la actividad académica del profesorado 21-22*)
- UJA has approved the "Teaching Excellence Model" aimed at the assessment, recognition and training of academic staff to correct weaknesses.
- Each year, a Teacher Training Plan is approved and launched with several specific training courses on teaching improvement, research methods and knowledge transfer opportunities.

Recruitment and selection:

Strengths

- Calls for vacancies that depend on UJA are transparent and the professional profiles demanded are adequate for the positions offered. A call for application is normally open for 15 days, but it can be reduced to 7 in case of urgency.
- R3 and R4 researchers are recruited by public calls for civil servants. R2 researchers recruited by competitive calls follow the norms established by the funding organisations.
- The calls dependent on UJA are:
    - Teaching and research staff. Calls are published including the number of open positions and a comprehensive scoring scale, which consists in, for example, experience of the researchers in the same research field in the private sector, experience in prestigious research centres or mobility stays. The candidate selection is performed by a committee whose composition is defined in the call documentation. The admission lists are published and a complaints period is established. Finally, the candidate list with the final scores is published.
    - Self-funded programs. UJA has norms for the evaluation of R2 researchers recruited by UJA's self-funded programs. Calls for the recruitment of R1 and R2 researchers include the number of open positions, the selection criteria, and a complaints period. Mobility is included in the score.At the end of the procedure, the individual scores of all the candidates are reported. Calls are evaluated both internally by an internal evaluation commission, and externally, by the Evaluation and Accreditation Office ([DEVA](#)) of the Andalusian Knowledge Agency.
    - Researchers funded by research projects. Calls include the number of open positions and fixed merits candidates are evaluated against. The fixed merits have a different value depending on the position offered. Mobility is included in the score.
    - UJA also has a [specific call for the development of PhD thesis in industries](#), and finances 75% of the labour contract for 4 years.

Most of the calls for researchers funded by research projects require the candidates to have their qualifications homologated by the Ministry of Education to be accepted. In some instances, non-official qualifications could be provided to justify the knowledge of the project.

Weaknesses

- Most of the required qualifications for calls funded by research projects should be homologated or accepted in Spain.
- There is no unique web page that centralises all the calls for researchers. The job calls are not published on EURAXESS, nor are they written in English.
- The candidate's evaluation for teaching and research staff focuses mainly on teaching and the number of publications, failing to consider additional issues such as project direction, external fund raising, etc.
- Career breaks are not reflected specifically in UJA scores, but would rather be considered by the selection committees. The recruitment of disadvantaged collectives is not favoured in UJA's self-funded programs.

- The merits scoring of the candidates is not published for the calls for researchers funded by research projects.
- Researchers are not familiar with the possibility of having variations in the chronological order of CVs and postdoctoral appointments.
- The official homologation   of titles by the central government   and obtaining a   VISA are relatively long processes.

Remarks (max 500 words)

The following actions have been undertaken to mitigate the weaknesses identified in the initial gap analysis:

- In the postdoctoral calls for researchers (R2) funded by research projects an agreement has been established in order to ease and accelerate the procedure. For instance, candidates seeking a labour contract only need to homologate their PhD title which is much easier and faster than the homologation of the degree title, as enclosed in the Law on Science, Technology and Innovation. Pre-doctoral researchers (R1) funded by research projects are required to have their official master title homologated in Spain if they wish to sign a contract enclosed in the Law on Science, Technology and Innovation.
- Relevant information for researchers at UJA has been centralised and all job offers can be accessed through https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/other-employment-opportunities
- Job calls are translated into English and published on EURAXESS.
- The candidate's evaluation for teaching and research staff also considers other merits along with teaching and the number of publications.
- Career breaks, like maternity and paternity leave, are considered. A particular percentage of the public job offers is reserved for disadvantaged collectives.
- All candidates' final score in any given evaluation process is being published as an official document (a downloadable PDF file). For calls funded by research projects this information is available on the UJA digital notice board (*Tablón Digital*; see as example).
- Researchers are offered seminars and workshops with information about the key aspects of their research careers, including funding opportunities, variations in their CVs and the development of transversal skills. So far in 2019, 2020, 2021 and 2022 two specialised seminars have been offered to R1 researchers with information about funding opportunities for development of their research careers at a local, regional, national and international level and some specific workshops and seminars on how to develop their transversal and specific skills as researchers. See the latest offer of courses and seminars at https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/teaching-and-research-training

Working conditions:

Strengths

- The Spanish law recognises researchers as professionals.

Mobility and internationalisation:
- UJA has an International Projects Office (OFIPI) that promotes and encourages the participation of UJA Research Groups in International Research and Innovation funding programs. OFIPI provides technical and administrative support in the identification of research opportunities, elaboration of project proposals, partner search or legal and financial advice during the project development phase.
- UJA fosters mobility of researchers through duly regulated sabbaticals and other calls, especially for R1, funded both by external programmes and UJA, like UJA self-funded Research Support Program or the Doctorate School initiatives. Grants, except for the self-funded programmes, can be transferred to the host institution during the researcher's stay according to the conditions of each call.
- R1 and R2 can carry out mobility through the Erasmus+ programme available at UJA. The Academic Organisation Plan offers incentives to promote stays abroad.

Working environment

- UJA supports research infrastructure through the Research Management Services and specific calls to foster research competitiveness.
- UJA has implemented an Agreement on measures to reconcile work, family and personal life, adopted by the public universities in Andalusia, and a Gender Equality Plan (reviewed and updated periodically). Teleworking is possible in specific cases,
- All R1 and R2 are provided with appropriate workspace. They have an office and can freely access seminar rooms, labs and other spaces.

Talent attraction and retention

- UJA fosters employment stability and job retention. Its self-funded Research Support Program (includes these measures: 4-year predoctoral contracts (Action 5), grants for the co-funding of postdoctoral contracts in the time lag between two successive funding calls (Action 6), grants for the temporary recruitment of postdoctoral researchers and the recruitment of excellent research staff to UJA (Actions 7 and 8); and the recruitment of staff that has exceeded 85% of the maximum score in the Ramón y Cajal call (Action 9).

Career orientation

- UJA has a Career Guidance Service. Job orientation is included in the transversal training program for doctoral students. R1 researchers are assigned not only thesis directors but also tutors. UJA provides an online course to novice R2 research leaders.

Co-authorship

- The right to be recognised as a co-author of a publication or an invention is included in the Doctorate School norms.

Teaching

- The number of teaching hours assigned to each professional level is documented in the Academic Organisation Plan. This plan also documents the number of teaching hours deduced by different criteria, including research. The maximum number of teaching hours assigned to R1 and R2 researchers is written in the call. UJA provides teaching training courses.

Complaints

- UJA's university ombudsman is accredited to mediate in the conflicts among research staff. If the ombudsman does not reach a consensus, the corresponding vice rectorate will facilitate the solution of the conflict. UJA provides a complaint mailbox. R1 researchers and their supervisors sign an official supervision agreement with the Ph. D director.

Representation

- The teaching staff is represented in the staff-PDI board. The Works Council of Teaching and Research Staff (PDI) is the collective representation body of teaching and research staff with a work contract from UJA.

Weaknesses

- Researchers may not be familiar with the career development initiatives within UJA, the mobility options or the complaints mechanisms.
- Mentorship is not used at UJA.
- The strategy for the professional development of researchers is not centralised.

Remarks (max 500 words)

The following actions have been undertaken to turn the weaknesses identified in the initial analysis into strengths:

- At least two seminars per year have been organised to inform researchers about the possibilities and opportunities to develop their research career in collaboration with the Doctorate School and about the accreditation processes in Spain to reach a stable work position.
- A pilot mentorship plan has been created and launched for R1 and R2 researchers. The overall aim of the Mentoring Programme is to encourage professional development among UJA research staff by enhancing the international outreach and impact of their research activity, improving employment opportunities and boosting the success of entrepreneurial ventures among former PhD students at UJA.
- All the information relevant to developing a research career, such as international mobility, training and professional growth has been centralised in a single website at https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development
- Information about counselling and complains mechanisms are available through the main UJA website at https://administracionelectronica.ujaen.es/node/129

Training and development:

Strengths

Supervision

- R1 researchers are supervised by their thesis director and tutor; both figures have accredited research experience. R1 and their PhD supervisors sign a compulsory agreement. Furthermore, R1 students are evaluated annually and receive feedback from the Academic Commission of their Doctorate Program. R2 researchers are supervised by the department leader. R2 funded by research projects are supervised by the Principal Investigator of the project.

Training

- UJA uses a digital platform for training. UJA has a complete spectrum of training courses and researchers recruited by research projects can easily access the available training courses at https://www.ujaen.es/servicios/servpod/portal-de-formacion-del-pdi

Weaknesses

- Senior scientists are not motivated to take training courses.
- Access to training is more limited on the Linares Campus compared to the Jaen Campus.

- Only supervisors provide career orientation to Junior researchers.

Remarks (max 500 words)

The following actions have been undertaken to mitigate the weaknesses identified in the initial analysis:

- Training courses are accounted for in the evaluation of professional merits and the obtaining and reception of incentives even for senior researchers. 75 courses were offered during the academic year 2020-2021, out of which 73 were available in a remote format.
- The Doctorate Programs offered by the Doctorate School [(UJA has 20 PhD programmes)](UJA has 20 PhD programmes) provide specific formative actions according to the detected needs of their students each year.
- UJA Linares Campus has been given full access to the training offer. Training courses can be done online by researchers in Linares so that they would not have to travel to the Jaen Campus.
- Junior researchers benefit not only from the guidance and advice received from their supervisors but also from the support of mentors through a mentorship program. The mentorship program includes specific meetings between mentors and their mentees, usually research staff in the early stages of their research career

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

Yes, in the next few years a big effort will be made to stabilise talented researchers offering them the opportunity to get a permanent position at UJA. A job stabilisation plan, which is currently being negotiated with the trade's unions, will soon be approved. It will allow all R2 researchers from highly competitive calls in terms of human resources, to obtain a steady position at UJA after receiving a positive external evaluation of their research trajectory (I3 certificate).

An analysis of the structural needs of each specific area of knowledge has started to be undertaken in order to find the necessity of new R2 positions in areas with research related weaknesses. Strong incentives have been offered to apply for competitive postdoc contracts (such as the Ramón y Cajal call), which, if granted, would secure jobs in the medium term and entail the incorporation of associated R1 researchers. UJA supports the creation and accreditation of new Research Institutes that would attract research talent that could be stabilised over time.

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)

There are two external circumstances that might have had an impact on some of the activities included in the HR strategy:

- The instability of the public financing model of Andalusian universities implies that without a clear model of economic distribution the financial stability of the higher education institutions cannot be guaranteed. Therefore, any changes introduced to this funding model are likely to affect the available budget at UJA and consequently have a negative impact on the self-funded programs.

- There is a new Spanish labour regulation intended to increase professional stability, which is affecting the type and duration of the research contracts.
- Together with the New Generation UE funds, the Spanish Government has launched an initiative to requalify the Spanish University System. Thanks to these funds UJA received 3.7 million euro and was able to publish a call for mobility actions for young PhD holders (2 years) and UJA professors (1 year) as well as incorporate talented international researchers at UJA.

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

The institutional strategy for the next years emphasises:

1. Increase in research funding. It is of utmost importance to empower and support researchers in their capacity   to do excellent research and raise research funds.
2. Promotion of international mobility and continuous development of research careers.
3. Stabilisation of talented researchers offering them an opportunity to get a permanent position at UJA.
4. Negotiations with the regional government (*Junta de Andalucía*) to agree on a stable financing plan for Andalusian universities.
5. Strategic collaboration with other European Universities to enhance excellence in research and professional development. In fact, UJA is already coordinating a consortium of nine young European universities from Spain, Germany, the Czech Republic, Romania, Lithuania, Sweden, Italy, France and Cyprus called NEOLAiA. The NEOLAiA consortium offers interesting opportunities for research collaboration and international mobility among the partner universities.

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 <u>implementation ratings:</u> 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. Complains/ 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

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
ACTION 1. HOLD THE HRS4R PROJECT KICK-OFF AND STRENGTH AWARENESS MEETING ABOUT 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.	*ALL*	*Q3 2019*	*Coordination: Vice-Rectorate for Strategy and Change Management* *Other units involved: Vice-Rectorate for Research*	● WG HRS4R constituted on November 15th, 2018; 20 members. ● WG OTM-R constituted within the WG HRS4R. ● Online material available at https://www.ujaen.es/gobierno/estrategia-hrs4r/en. ● Number of attendants to the seminar: about 150. ● Number of new researchers joining the IWG: 3 new researchers representing the R1 and R2 groups	Completed	The deployment of the UJA Strategic Plan acknowledges the HR strategy. All the relevant information about the HR strategy is offered at https://www.ujaen.es/investigacion-y-transferencia/human-resources-strategy-researchers-hrs4r . Briefings have been distributed to academic (PDI) and administrative (PAS) staff to disseminate the C&C key lessons.The OTM-R and C&C have been presented to the research community. HR staff adopted the C&C and implemented Open Transparent and Merit-based recruitment processes. 3 New researchers have joined the Implementation Working Group (IWG) representing the R1 and R2 community at UJA.
ACTION 2. OFFER AN ORGANISATIONAL STRUCTURE FOR ASSISTANCE IN THE PROFESSIONAL DEVELOPMENT	**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*	*Coordination: Doctorate School* *Other units involved: Vice-Rectorate for Knowledge Transfer, Entrepreneurship and Employability*	● Map of professional research career options published in a detailed (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Research%20career%20path%20in%20English_0.pdf) and simplified version (https://www.ujaen.e	Completed	Different actions have been undertaken to provide support to R1 and R2 for professional development (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/other-employment-opportunities) and a specific organisational structure is available for professional assistance (https://empleo.ujaen.es/). Firstly, a comprehensive centralised website under the menu "work and research at UJA" (https://www.ujaen.es/gobierno/estrategia-hrs4r/en) is accessed through the main UJA website. This site includes information related to training and career development, mobility, employability, entrepreneurship and opportunities for research funding. This website is linked to the main institutional structures providing advice for employment, entrepreneurial skills and career development.

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
	40. Supervision			s/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-04/Image%20that%20represents%20the%20content%20of%20this%20website%20in%20the%20different%20sections%20of%20this.png).		A Map of professional research career options is published here: https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-04/Image%20that%20represents%20the%20content%20of%20this%20website%20in%20the%20different%20sections%20of%20this.png
				● Workshops and courses organised for professional career development (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/teaching-and-research-training).		
				● 820 R2 and scholars attended training courses during the last academic course.		
				● 683 graduate and undergraduate students received employment advice during the last academic course.		
				● Indicators on the degree of satisfaction available for every training activity organised by the doctoral		

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
				programs (20 programs) and with the work of the PhD directors.		
ACTION 3. PILOT AND LAUNCH UJA'S MENTORSHIP PROGRAM FOR R1 AND R2 RESEARCHERS	**28.** Career development **37.** Supervision and managerial duties	Q3 2020-Q1 2021	*Coordination: Vice-Rectorate for Research* *Other units involved: Doctorate School*	● Pilot mentorship program set-up. ● Three meetings have been held to support and launch the mentorship program. ● Based on the results of this pilot program, it will be expanded to other young researchers. ● Number of R1 and R2 mentees: 44 ● Number of mentors: 21 ● Survey of satisfaction degree (in progress)	Extended	Mentors with a R4 position have been recruited within UJA's departments and among researchers and other professionals external to UJA with experience in industry, research management, etc. Mentors must also have experience as PI in competitive research projects, the direction of PhD students and at least three "sexenios" of scientific productivity. A pilot program has been launched for R1 and R2 deploying the objectives and actions shown here: https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/mentoring-and-careers-guidance. Mentors are helping and guiding the mentees to develop their research career, as well as other aspects of their personal and professional life. Initially R1 researchers recruited by UJA's self-funded funds and all available R2 have been appointed to these pilot-mentoring activities. This pilot plan will be subject to an intermediate evaluation, before being extended to the remaining junior researchers.
ACTION 4. WRITE AN APPRECIATION PLAN	**11.** Evaluation/ appraisal systems **38.** Continuing Professional Development	Q2 2020	*Coordination: Vice-Rectorate for Faculty and Academic Management*	● Appreciation plan published here: https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf ● Number of evaluated researchers	Completed	An appreciation plan for the research and teaching staff, defining merits that are not directly valued in other evaluation methods (like *sexenios* and *quinquenios*) such as the engagement in diffusion and outreach activities and other academic activities. This plan will be linked to the funding of different research-related activities, such as funding the attendance to scientific meetings, special funding for the research group, etc. The plan is available here: https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
				(applicable to all research & teaching staff at UJA)		
ACTION 5. IMPROVE THE RECRUITMENT OF RESEARCHERS FUNDED BY RESEARCH PROJECTS	**11**. Evaluation/ appraisal systems **34.** Complaints/ appeals **38**. Continuing Professional Development	Q2 2020	*Coordination:* *Vice-Rectorate for Research*	● Number of evaluation documents provided: 24. ● Addition of specifications for complaint procedures in all calls.	Completed	An evaluation certificate has been issued to the R2 researchers funded by research projects, to certify their level of performance and the description of technical abilities they have shown during the contract. This certificate will be useful to demonstrate their experience in other selection processes both in and outside of academia. In addition, the calls include a specific point stating that any possible complaints should be directed to UJA's ombudsperson.
ACTION 6. IMPROVETHE ACCESS TO TRAINING ON THE LINARES CAMPUS **Carry out a** survey on training sessions in high demand on the Linares Campus and enable remote access (teleconferencing) to training courses for the researchers working on this Campus.	**39.** Access to research training and continuous development	Q1 2021	*Coordination: Vice-Rectorate for Faculty and Academic Management* *Other units involved: Vice-Rectorate for Coordination and Teaching Quality*	● 73 remote courses offered during the academic year 2020-21 (55 courses eventually implemented)* ● 820 attendants to courses	Completed	Remote courses have been offered and teleworking has been facilitated. *These figures largely correspond to the peak of the COVID-19 pandemic in Spain. For this reason, almost, all courses at UJA were offered virtually (73 out of 75 were remote courses).
ACTION 7. UNIFY AND ORGANISE	**13.** *Recruitment (Code)*	Q2 2022	*Coordination:*	● Website updated and available here: https://www.ujaen.e	Completed	All the information concerning local, regional, national, European and international mobility grants is being updated periodically and included

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
WEB INFORMATION ON MOBILITY GRANTS			*Vice-Rectorate for Research*	s/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility ● 154 visits to the website https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility (updated 1 July 2022).Three meetings have been conducted so far to inform about the possibilities offered by UJA for research career development. Over 35 researchers at different stages of their career attended. ● 12.5% of UJA undergraduate and postgraduate students come from foreign countries and it receives about 600 international mobility students per year.		on a dedicated website. In addition, relevant information about research mobility opportunities is annually provided to R1 researchers. Spanish and English versions of the website are available, and both are integrated into the online Welcome Manual. All the information is available in English and Spanish here: https://www.ujaen.es/gobierno/estrategia-hrs4r/en
ACTION 8. FOSTER THE INTEREST OF JUNIOR AND SENIOR RESEARCHERS	**9.** Public Engagement	Q1 2022	*Coordination: Vice-Rectorate for Communication and*	● Inclusion of outreach in the appreciation plan (https://www.ujaen.es/gobierno/secord/sites/gobierno_secord	Completed	UJA wishes to foster interest in the performance of outreach activities among researchers. With this aim it has included the organisation and/or performance of these activities as a merit in the appreciation plan. UJA also includes this item in the merit scales for R1 or R2 contracts.

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
IN THE PERFORMANCE OF OUTREACH ACTIVITIES			*Institutional Projection* *Other units involved: Vice-Rectorate for Research* *Vice-Rectorate for Faculty and Academic Management*	/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf). ● Inclusion of outreach in the evaluation scales. ● 380 researchers participated in outreach activities from June 2021 to June 2022.		
ACTION 9. IMPROVE SELECTION CRITERIA	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	*Coordination: Vice-Rectorate for Research* *Other units involved: Vice-Rectorate for Faculty and Academic Management*	● Use of new modified scales in calls. ● All the new calls are accepted in compliance with the new selection criteria.	Completed	Based on the OTM-R criteria the processes for selecting and recruiting researchers have been revised. The main actions have been 1) to define less specific professional profiles in the description of the call; 2) to include other criteria, such as fundraising, in the evaluation scales; 3) to include engagement in outreach events in the scales. These changes will be applied to all the contracts performed by UJA.
ACTION 10. IMPROVE THE MANAGEMENT OF JOB OFFERS	13. Recruitment (Code)	Q2 2020	*Coordination: Vice-Rectorate for Research*	● Centralise all the job offers for researchers on one single website, divided in terms of	Extended	The job offers (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/other-employment-opportunities) for researchers have been centralised on one single website, divided in terms of the professional

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
	15. Transparency (Code)		*Other units involved: Vice-Rectorate for Faculty and Academic Management*	the professional profile ● Offers published in Euraxess ● R2 researchers recruited by research projects are receiving feedback about the results of their selection process		profile. See the different profiles at https://www.ujaen.es/gobierno/estrategia-hrs4r/en. All UJA offers for researchers are being published in an open centralised website. All R2 researchers recruited by research projects are receiving feedback about the evaluation process.
ACTION 11. IMPLEMENT AND TRAIN IN OTM-R PROCEDURES. Write "**OTM-R guidelines**", with a Spanish and English version available online, 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	**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	Q1 2022	*Coordination: Vice-Rectorate for Research* *Other units involved: Vice-Rectorate for Faculty and Academic Management*	● UJA calls are compliant with OTM-R (as it is stated at https://www.ujaen.es/gobierno/estrategia-hrs4r/en) and in the endorsement letter (https://www.ujaen.es/investigacion-y-transferencia/sites/segundonivel_investigacion_y_transferencia/files/uploads/2018%2025%20octubre%20(Endorsement%20University%20of%20Ja%C3%A9n%20-%20Spain%20HRS4R%20-%20Rector.pdf). ● Selection and Recruiting OTM-R guide published. ● Basic information on OTM-R included in the Welcome Manual (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-	Extended	OTM-R principles are closely aligned with UJA institutional strategy, since the University of Jaen has adopted responsibility, ethics, openness and transparency as signs of identity. UJA is acknowledged as a transparent university and it ranks 13th among Spanish Universities in the last wave of the report by the Commitment and Transparency Foundation (*Fundación HAZ*) published in 2020 (https://www.hazfundacion.org/rankings-de-transparencia/sector/universidades/2019). Merit based recruitment processes are ensured by the National Law *Estatuto Básico del Empleado Público* (https://www.boe.es/eli/es/l/2007/04/12/7/con).

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
reference of the procedure will be included in the Welcome Manual. Finally, include the EFQM quality control indicators.	of qualifications (Code) **20.** Seniority (Code)			researcher-professional-development/welcome-and-support-incoming-staff) and in a downable guide (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2021-11/Pre-Arrival%20guide%20for%20foreign%20researchers%20.pdf). ● Compliance with the EFQM indicators. UJA has the excellence seal EFQM 500+ (https://diariodigital.ujaen.es/institucional/la-universidad-de-jaen-renueva-el-sello-de-excelencia-europea-efqm-500-de-su-sistema). ● UJA has an Integrated Quality Management System for its services and units (https://www.ujaen.es/gobierno/sigcsua/).		
ACTION 12. WRITE ETHICAL MANUAL Although UJA has an ethical	**02.** Ethical principles	Q1 2020	*Coordination: Vice-Rectorate for Research*	● Updated ethical/bioethical committees (https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-	Completed	Updated ethical/bioethical committee. Information available at https://www.ujaen.es/gobierno/vicinv/comision-de-etica. Updated research ethics/bioethics rules manual published online in Spanish and English. Available

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
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.				etica-en-investigacion-con-organismos-modificados-geneticamente-y). ● Research ethics/bioethics rules manual updated and published online in Spanish and English (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Code%20of%20good%20practices%20in%20research%20UJA_0.pdf).		at https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Code%20of%20good%20practices%20in%20research%20UJA_0.pdf.
ACTION 13. WRITE A WELCOMING PROTOCOL FOR FOREIGN RESEARCHERS Define the units at UJA implicated in the welcoming process and the procedures to be performed (visa, housing, etc.) to assist foreigners	**12.** Recruitment **13.** Recruitment (Code)	Q3-Q4 2021	*Coordination: Vice-Rectorate for Research.* *Other units involved: Vice-Rectorate for Internationalisation*	● Write a welcome protocol. ● Write a pre-arrival guide. ● 195 visits (updated 1 July 2022). ● 100% of foreign researchers receive the welcome protocol.	Completed	A welcome protocol has been developed and is available at https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff. A pre-arrival downloadable guide (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2021-11/Pre-Arrival%20guide%20for%20foreign%20researchers%20.pdf) is available at the HRS4R website (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
in integrating quickly at UJA. In addition, a pre-arrival guide summarising the most important items such as applying for a visa and residency, money and banking, housing, education, health and other practical information will be available on the web in Spanish and English.						development/welcome-and-support-incoming-staff). All foreign researchers receive the welcome protocol.
ACTION 14. WRITE A WELCOME MANUAL AND A TRAINING SESSION PLAN FOR RESEARCHERS a) Write the "UJA **Welcome Manual for researchers**" that will be created and published progressively, incorporating the outcomes of this action plan in successive versions until completed.	**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	*Q1, Q2 2020*	*Coordination: Vice-Rectorate for Research* *Other units involved: Doctorate school.* *Vice-Rectorate for Faculty and Academic Management* *Vice-Rectorate for Coordination and Teaching Quality*	● Welcome Manual published online. ● 81 doctoral students and 40 R2, R3 and R4 were introduced to the welcome manual website and received relevant information for the research career development like employment and professional advice, opportunities for funding and international mobility, etc. ● 100% newcomers receive the welcome manual	Extended	An "UJA **Welcome Manual for researchers**" has been created and published progressively, incorporating the products of this action plan in successive versions until completed. Spanish and English online versions are available at https://www.ujaen.es/gobierno/estrategia-hrs4r/en. A University of Jaén Code of Good Practice in Research_____is also available (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Code%20of%20good%20practices%20in%20research%20UJA_0.pdf) and it will progressively include all the information concerning the procedures, rules, policies, guidelines, handbooks and resources available for the correct development of the research career at UJA. **Training courses for newcomers** will be designed for predocs, postdocs and other researchers.

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
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.	**34.** Complaints/ appeals					
ACTION 15. DEVELOP NEW LABOUR REGULATIONS FOR RESEARCHERS HIRED BY RESEARCH PROJECTS AT UJA	**2.** Ethical principles **3.** Professional responsibility **5.** Contractual and legal obligations **6.** Accountability **10.** Non discrimination	2023, Q3	Coordination: *Vice-Rectorate for Research* and Central Research Services	* New UJA labour regulation for researchers hired by research projects.	In progress	UJA plans to approve and publish a new contracting regulation for researchers financed by research projects and knowledge transfer contracts. This regulation was ready to be approved at the beginning of 2022, however, with the recent reform of the labour legislation in Spain, UJA regulation lost its validity. UJA is now waiting for the reform of the current Science Law (which is expected to take place at the end of 2022) to adapt contracting regulations to the new framework of labour legislation. Just like the Spanish labour reform, the new regulations will allow greater stability in employment and will be more in line with the principles of the HRS4R seal.

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
	11. Evaluation/ appraisal systems **13.** Recruitment **14**. Selection **15.** Transparency **16.** Judging merit **17**. Variations in the chronological order of CVs **19.** Recognition of qualifications **24.** Working conditions **26.** Funding and salaries **34.** Complains/ appeals					
Action 16. **DEVELOP A DIGITAL PLATFORM TO MANAGE AND**	**2.** Ethical principles **5.** Contractual	2024, Q2	Coordination: *Vice-Rectorate for Research*	* *Digital* platform to manage and evaluate job offers and calls.	In progress	UJA is currently working on the development of a digital platform to manage and evaluate its job offers and calls. The objective is to streamline administrative processes and to make the processing times shorter. The platform will also

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
EVALUATE JOB OFFERS AND CALLS	and legal obligations **6.** Accountability **10.** Non-discrimination **11.** Evaluation/ appraisal systems. **13.** Recruitment **14.** Selection **15.** Transparency **16.** Judging merit **19.** Recognition of qualifications **21.** Postdoctoral appointments **22.** Recognition of the profession **29.** Value of mobility **32.** Co-authorship					serve to give feedback on the outcome of the evaluation process to applicants.

ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)	Current status	Remarks
	33. Teaching **34.** Complains/ appeals **35.** Participation in decision-making bodies **37.** Supervision and managerial duties					

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 web site *:

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

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 table displaying the actions proposed and undertaken in the implementation plan shows that the University of Jaen endorsed the 40 principles of the C&C. In relation to the OTM-R principles, actions 1, 5, 7, 9, 10, 11, 13, 14, 15 will ensure open and transparent recruitment and selection processes based on fair judgement of merit and capacity. These actions support appraisal systems that properly recognize qualifications and mobility experiences, and consider variations in the chronological order of CVs when recruiting new researchers.

Furthermore, C&C principles are highly aligned with UJA institutional strategy, since the University of Jaen has adopted responsibility and ethics as distinguished features and has developed a collection of normative frameworks and ethical codes affecting different domains and target groups. Those ethical codes frame the human resource strategy, research, leadership and governance and the different activities conducted by UJA students, academics and administrative staff. The normative framework and the collection of ethical codes adopted by UJA are openly available at https://www.ujaen.es/gobierno/universidadresponsable/codigos-eticos-y-buenas-practicas.

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 than the one where the reviewed HR Strategy is located.

URL: https://www.ujaen.es/gobierno/estrategia-hrs4r/en

4. Implementation

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

The implementation phase over two years has allowed for the fulfilment of 10 out of 14 proposed actions. Four actions have been extended. Action 3 has been extended to launch the UJA mentorship program, which is currently in a pilot phase. It is intended for this pilot program to be evaluated in two years' time in order to improve it and extend its application based on the results obtained. Action 10 has been extended to ensure that all research offers are published in Euraxess and that researchers receive feedback about the selection processes. Action 11 is to be extended to support the application of OTM-R principles.

Action 14, related to the development of a welcome manual that has already been published online in English and Spanish, has been extended since it has been conceived as a centralised website embedding all the relevant information for researchers. The website includes the welcome guide, a protocol for incoming researchers and information on different opportunities to receive training, advice, support, funding at different stages of the research career as well as international mobility and job offers. This welcome manual is a dynamic site that will be continuously improved and updated.

In the next 36 months, it is planned to continue the implementation and training on OTMR, to extend the mentorship program and to enrich and update the welcome manual. Furthermore, two new actions are to be proposed. Action 15 is related to the development

of a new institutional regulation for research contracts based on OTMR processes to support the development of the research career. Action 16 is intended for developing a digital platform to manage offers for research positions and to facilitate and accelerate recruitment processes.

The overall implementation plan is expected to positively impact the following areas:

OTM Recruitment processes: Actions 1, 5, 7, 9, 10, 11, 13, 14, 15 and 16 will ensure open transparent recruitment and selection processes based on the fair judgement of merit and capacity. In addition, these actions will support appraisal systems that properly recognize qualifications, mobility experiences and consider variations in the chronological order of CVs.

Quality Professional environment: Actions 1, 5, 15 and 16 will ensure good working conditions, the fulfilment of contractual and legal obligations, appropriate salaries, professional responsibility, a positive professional attitude, accountability and the implementation of complaint and appeals mechanisms. In addition, in the near future UJA will support stability and permanence of employment.

Ethics: Actions 1, 10, 12, 14, 15, and 16 will ensure great respect for ethical principles, boosting non-discrimination and gender balance and favouring active participation in decision-making bodies.

Excellence in Research: Actions 1, 9, 10, 12, 14, 15 and 16 will create stimulating research environments and research freedom, and support for good practices in research, intellectual property rights and co-authorship. In addition, they will promote dissemination and exploitation of results, as well as public engagement.

Research advice and guidance: Actions 1, 2, 3 and 14 will facilitate supervision and managerial duties, productive relations with supervisors and access to career advice and research. They will promote training and continuous development and allow postdoctoral appointments and seniority.

Continuous development of the research career and recognition: Actions 1, 2, 3, 5, 4, 6, 7, 9, 11, 13 and 14 will support ongoing professional development and the recognition of different merits such as fundraising, knowledge transfer, international mobility, teaching or outreach and communication activities.

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 following reference points have been used during the preparation of the internal review:

1. The 40 principles defined in the C&C and endorsed by UJA in 2018.
2. The initial gap analysis made during the application process in order to identify UJA strengths and weaknesses and to define the actions deemed necessary to improve our institutional alignment with the 40 principles of the C&C.
3. The outlined implementation plan for the first two years after the award.
4. The feedback from the Implementation Working Group. The Implementation Working Group has been formed by the core working group members later joined by new representatives from R1 and R2 research groups. Members of the implementation group have met several times over these first two years in order to organise, supervise and monitor the different actions included in the implementation plan.

As a result, it has been feasible to evaluate to what extent the C&C principles have been implemented and the planned actions completed. In addition, it has been possible to offer some visible outcomes and indicators (please, refer to the table describing any of the actions in the implementation phase, their timing, their level of achievement and the corresponding indicators, along with some clarifying remarks).

The explanation about how the different actions ensure the endorsement of the C&C are included in the previous section describing the expected overall implementation process of the action plan. Therefore, in the previous section   different C&C principles were related to the proposed actions and their impact on the following domains was described:

- The application of open, transparent and merit-based recruitment processes (actions 1, 5, 7, 9, 10, 11, 13, 14, 15).
- The development of professional quality environments: (actions 1, 5, 15 and 16).
- Ethical principles: Actions 1, 10, 12, 14, 15, 16.
- Excellence in Research: Actions 1, 9, 10, 12, 14, 15 and 16.
- Research advice and guidance: Actions 1, 2, 3 and 14.
- Continuous development of the research career and recognition: Actions 1, 2, 3, 5, 4, 6, 7, 9, 11, 13 and 14.

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

Detailed description and duly justification (max 500 words)

Three strategies have been adopted to involve the research community and the main stakeholders:

1. Including representatives of R1, R2, R3 and R4 researchers as well as key stakeholders from administrative staff in the Implementation Working Group (IWG). In the following sections the members of the IWG will be listed and information about the meetings held and the main topics discussed in relation to the action plan will be given, explaining how they have contributed to the successful deployment of the action plan.

2. Publishing online briefings and organising seminars and information events to share key information related to the HRS4R strategy, raising awareness and fostering commitment among the main stakeholders and the UJA community.   Here is an overview of the informative events organised during the first HRS4R implementation period:

Informative event	Target group	Main goal
2019/11/27	R1	Dissemination of international funding opportunities for researchers (HRS4R)
2020/11/17	R1	Dissemination of international mobility and research funding opportunities (HRS4R)
2021/11/ 25	R1	Dissemination of international funding opportunities for researchers and research mobility (HRS4R)
2021/12/02	General research community	HRS4R key actions and outcomes
2022/03/31	R1, R2, R3 and R4	Mentorship program and HRS4R key actions and outcomes

3. Highlighting the alignment between UJA main institutional strategy and the main objectives and actions of the HRS4R strategy in order to ensure the engagement of the community and the main stakeholders responsible for UJA institutional strategy. The alignment becomes evident through the multiple links between different UJA institutional values and services and the actions planned and implemented in relation to the HRS4R strategy. As a result, the centralised website for researchers entitled "working and researching at UJA" is linked to multiple institutional websites offering advice and support to staff, alumni and researchers at different stages of their career and showing key information related to research funding and career development opportunities. The centralised website informs about international mobility, training, career advice, mentorship and job offers for researchers.

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

Detailed description and duly justification (max 500 words)

In order to align HRS4R principles and actions with UJA institutional strategy, the members of the UJA Governing Board were nominated the Steering Committee for HRS4R. In the Steering Committee, the Vice Chancellor for Strategy and Change Management is responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures.

The UJA Steering Committee relies on the Implementation Working Group (IWG) for deploying the HRS4R Action Plan, steered by the HRS4R Vice Chancellor of Strategy and Change Management, who is the person in charge of the control quality and follow-up of indicators. He communicates the advances of the implementation plan to UJA's Steering Committee. The IWG is composed of key stakeholders strategically linked to the governing areas and UJA services that are crucial for the development of the HRS4R strategy, as well as representatives of different target groups. The following table displays the members of the IWG, showing their names and the area/service or target group they represent:

Key stakeholders/Representatives	Names
Vice-Chancellor for Strategy and Change Management (R4)	Juan Manuel Rosas Santos (Manager)
Vice-Chancellor for Research (R4)	Gustavo A. Reyes del Paso
Vice-Chancellor for Internationalisation (R4)	Sebastián J. Bruque Cámara
Vice-Chancellor for Digital University (R4)	María Teresa Martín Valdivia
Vice-Chancellor for Knowledge Transfer, Employability and Entrepreneurship (R4)	Pedro Jesús Pérez Higueras
Head of Research Management Service (Administrative staff)	Juan Miguel Cruz Lendínez
Director of Strategic Planification and Continuous Improvement (R4)	José Moyano Fuentes
Director of the Doctorate School (R4)	Antonio Miguel Gálvez Del Postigo Ruiz
Director of Academic Organisation and Teaching Evaluation (R3)	Carmen Martínez García
Director of the International Projects Office (R3)	Marta Romero Ariza
R2 Representative	Bienvenida Gilbert López
R2 Representative	José Miguel Manzano Prego
R1 Representative	Ailyn García Hernández
R1 Representative	Manuel Uceda Rodríguez

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 stated, the HRS4R approach is closely aligned with UJA organisational policies. There are different indicators of this alignment:

1. The HRS4 strategy is given visibility on the "working and researching at UJA" website, a section that is displayed in the main menu of UJA website.
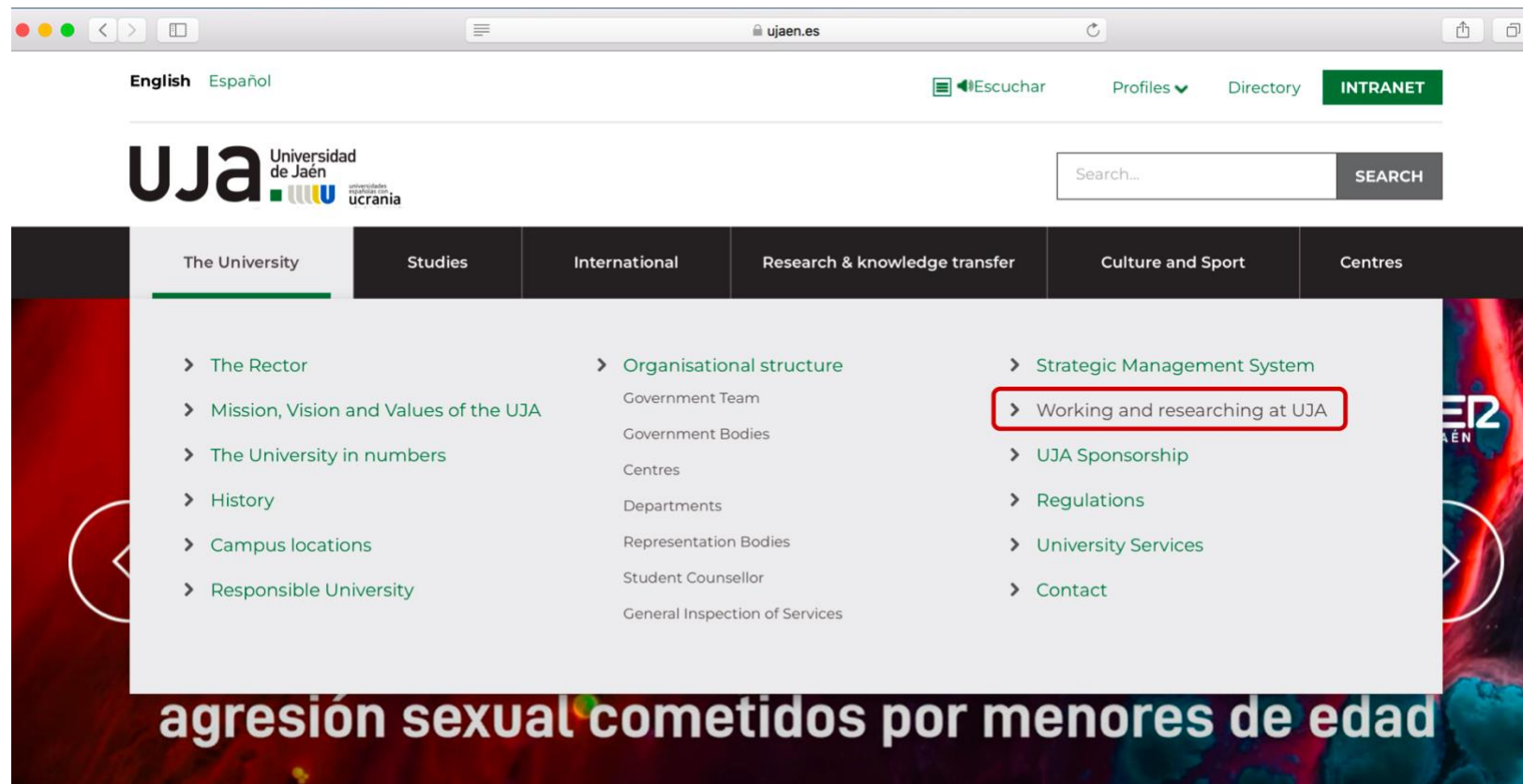
2. The HRS4R strategy is acknowledged in the UJA Strategic Plan, in the Strategy for Research and Transfer, as well as in the Strategy of the International Projects Office, which acts as an Euraxess contact point.

3. OTM-R policies are deeply embedded in institutional practices and therefore are displayed on the Vice-Chancellor for Strategy and Change Management website in the section "Responsible University" under the heading:Excellence in Human Resources Research Strategy.

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

Detailed description and duly justification (max 500 words)

The Vice Chancellor for Strategy and Change Management, as the person in charge of the HRS4R, together with the Implementation Working Group, has been responsible for detecting deviations in the timeline and reporting it to the Steering Committee, that in turn would take the remedial actions to add more resources to control the deviations of the original plan.

In addition, the members of the IWG have held several meetings throughout the first two years of the implementation of the HRS4R strategy in order to plan and monitor the proposed actions. In the following section, the meetings, their main focus and the discussed topics will be described.

Finally, a quality control is to be performed every two years by an external reviewer and international expert on HRS4R issues. Currently, the HRS4R is under internal review and it is also being prepared for the external review, as described next.

How are you monitoring progress (timeline)? *

As previously stated, the members of the IWG have met several times throughout the first two   years of the implementation of the HRS4R strategy to support and monitor the different actions proposed in the implementation plan. The following table shows the meetings held, their main focus   and the topics discussed.

Date	Main topics discussed
2020/07/29	Revision of the state of the art regarding the gap analysis and the implementation plan.
2021/02/18	Planification and strategic collaboration in the implementation of the proposed action plan.
2021/02/25	Distribution of responsibilities and monitoring of the proposed actions in the implementation plan.
2021/06/01	Fostering strategic collaboration between key stakeholders in relation to the implementation of the action plan.
2021/06/17	Raising awareness of the HRS4R strategy and fostering commitment towards the planned actions.
2022/03/31	Discussing crucial issues related to the key components of the welcome manual and the HRS4R website and revision of the state of the art in reference to the planned actions.
2022/06/07	Collecting data and indicators and preparing for the internal review.

Furthermore, after a comprehensive revision of the implementation plan for the first two years, the IWG has suggested new actions that will allow UJA to continue deploying the HRS4R strategy. The new actions proposed describe the C&C principles they address, the timeline for their implementation and some indicators on how to evaluate their successful implementation. This planning and detailed description will facilitate monitoring the future progress.

How will you measure progress (indicators) in view of the next assessment? *

Detailed description and duly justification (max 500 words)

The previously mentioned indicators will be verified quarterly to find evidence of any deviations of   the HRS4R or the organisational policies.

The internal evaluation will be performed by the person responsible for the HRS4R through the following actions:
- the revision of the strategic progress of the project taking into consideration the compromises reflected in the Action Plan,
- the revision of the indicators in progress reports,
- the reports on activities,
- the quality compliance.

 This data will be used to elaborate a progress report 12 months after the activity was initiated, and report it to the Steering Committee. 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.

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

Detailed description and duly justification (max 500 words)

The preparation for the external review will be based on the following reference points:

1. The templates and key information provided by Euraxess for this purpose.
2. The commitment and engagement of all the major stakeholders involved, especially the Steering Committee and the Implementation Working Group, who will meet in order to properly prepare the external review.
3. The action plan and a careful revision of all the activities proposed, considering the distribution of responsibilities, the main areas, the departments and services involved and the timeline for their implementation.
4. The indicators related to any of the actions proposed in order to collect and provide evidence about their successful implementation.