



Universidad de Jaén



HR EXCELLENCE IN RESEARCH

# HRS4R Action Plan University of Jaén 2026–2028



Universidad de Jaén

Vicerrectorado de Investigación y  
Transferencia del Conocimiento

DECEMBER 2025

## Index

INTRODUCTION .....	2
CONTINUITY AND CONSOLIDATION OF HRS4R ACTIONS.....	4
HRS4R ACTION PLAN – UNIVERSITY OF JAÉN 2026–2028.....	6
ACTION 16: Develop a Digital Platform to manage and Evaluate Job Offers and Calls .....	6
ACTION 17: Open Science Empowerment Initiative at UJA .....	7
ACTION 18: Scientific Outreach and Public Engagement Strategy at UJA .....	8
ACTION 19: Integrated Framework on Equality, Inclusion and Non-Discrimination for the Research Community .....	9
ACTION 20: Integrated Strategic Framework for Career Development, Competitiveness and Internationalisation of Research Talent.....	10
ACTION 21: Adaptation of the Welcome Center for the Reception and Support of International Research Staff.....	11
ACTION 22: Progressive Development and Operational Deployment of the Centre for Teaching and Learning Innovation (CFID) for Academic, Research and Technical Staff.....	12
ACTION 23: Aligning and Updating the Regulation for Research-Funded Contracts to Enhance OTMR Compliance .....	13
ACTION 24: Framework for Career Progression and Integral Accompaniment of UJA Researchers .....	14
ACTION 25: Gap Analysis and Institutional Perception System Aligned with the HR Excellence in Research Criteria .....	15
IMPLEMENTATION TIMELINE.....	16
GOVERNANCE AND WORKING GROUPS .....	17
ANNEX I - Complete Action Table as Submitted via the HRS4R Tool .....	18

## INTRODUCTION

The **University of Jaén (UJA)** maintains a **strong institutional commitment** to improving **working conditions, professional development**, and the **attraction and retention of research talent**, fully aligned with the principles of the *European Charter for Researchers* and the framework of the **HR Excellence in Research Award (HRS4R)**. Since obtaining the award, UJA has progressively integrated these principles into its institutional policies and practices, consolidating the **HRS4R as a strategic governance instrument** and a key driver for enhancing the quality of its research ecosystem.

This document presents the **set of HRS4R actions in force for the 2026–2028 period**, which will guide the **institutional human resources policy for research** in the coming years. **In addition, it provides an overview of the continuity and consolidation of actions implemented since the initial adoption of the HRS4R at the University of Jaén, ensuring traceability across successive action plan cycles.** It has a clear **institutional and communicative purpose** and is addressed to both the **research community** and **external stakeholders**, with the aim of highlighting the **strategic commitments** of the University of Jaén in the field of **research careers**.

The **institutional relevance of the HRS4R** is explicitly reinforced in the **Rector's Electoral Programme of the University of Jaén (2023–2029)**, which identifies the **maintenance and strengthening of the HR Excellence in Research Award** as a strategic governance objective. The programme underlines the need to promote **good practices in recruitment, professional development**, and **researcher evaluation**, as well as to advance towards **healthy, inclusive and internationally competitive working environments**. This **high-level political endorsement** ensures the continuity of the HRS4R as an **institutional priority** throughout the current rectoral mandate.

Likewise, the **III Strategic Plan of the University of Jaén 2021–2029 (2025 Revision)** provides a particularly favourable framework for consolidating the **Human Resources Strategy for Researchers**, as several of its strategic and transversal objectives are aligned with the principles of the *European Charter for Researchers*. In particular, the transversal axis **People** places **professional development, wellbeing, and talent attraction** at the centre of institutional action, while the **Internationalisation** axis reinforces the need to create **competitive conditions** to attract and retain researchers in a global context. In addition, objectives linked to **Digital Transformation** and **Governance** support the modernisation of human resources management processes, **transparency**, and **accountability**.

The actions included in this document are structured around the **four pillars defined in the European Charter for Researchers (2023)**, which coherently frame the institutional priorities of the University of Jaén in the field of human resources for research. Within the pillar of **researcher assessment, recruitment and progression**, UJA is advancing in the **digitalisation and harmonisation of selection procedures**, with the aim of reinforcing **fairness, traceability and trust** in recruitment processes. Complementarily, the pillar related to **ethics, integrity, gender equality and open science** is addressed through the promotion of **open science, scientific outreach and public engagement**, fostering **responsible research** aligned with societal expectations.

The pillar of **research careers and talent development** addresses one of the main challenges associated with peripheral contexts: the **retention of highly qualified research talent**. The actions foreseen strengthen **career support, advanced training, and mechanisms supporting professional progression** throughout the research career. Finally, the pillar of **working conditions and practices** places emphasis on the **researcher experience, institutional welcome and integration**, and the adoption of **organisational practices** that allow institutional policies to be adjusted to the real needs of the research community.

Overall, the **HRS4R actions for the 2026–2028 period** reflect the University of Jaén's determination to **consolidate an institutional culture aligned with European standards**, in which the **people-first approach** acts as a guiding principle for research human resources policy. Through the HRS4R, UJA articulates a **coherent framework** connecting **governance, career development, working conditions and institutional support**, reinforcing its **attractiveness as a research destination** and ensuring a **fair, inclusive and excellence-oriented professional environment**.



## CONTINUITY AND CONSOLIDATION OF HRS4R ACTIONS

This table provides an overview of the actions implemented within the framework of the University of Jaén's Human Resources Strategy for Researchers (HRS4R) since its initial implementation in May 2020. It summarises the current status of these actions at the time of renewal and aims to ensure full transparency, traceability and continuity across successive action plan cycles. The table facilitates the assessment of progress achieved over time and illustrates how the outcomes of earlier actions have been consolidated and, where relevant, integrated into the 2026–2028 Action Plan. The information presented is consistent with the Internal Review submitted for the renewal phase and reflects actions that have been completed and structurally embedded, as well as actions whose results underpin initiatives currently under implementation in the new cycle.

Action	Status	Short comment on continuity
<b>Action 1. HRS4R governance and awareness</b>	<b>Completed / Consolidated</b>	Action fully implemented and structurally embedded through permanent governance bodies, regular coordination meetings and continuous awareness-raising activities.
<b>Action 2. Professional career development support</b>	<b>Completed / Consolidated</b>	Career information, training and guidance mechanisms are fully embedded in institutional practice and further developed under Action 24 (2026–2028).
<b>Action 3. Mentorship programme for R1–R2</b>	<b>Completed</b>	Pilot mentoring programme completed; lessons learned have informed revised and more flexible mentoring approaches integrated under Action 24 (2026–2028).
<b>Action 4. Academic appreciation and recognition framework</b>	<b>Completed / Consolidated</b>	Recognition mechanisms fully operational through institutional teaching workload allocation and academic dedication frameworks, ensuring transparent recognition of research, management, training and outreach activities.
<b>Action 5. Recruitment of project-funded researchers</b>	<b>Completed / Consolidated</b>	Open, Transparent and Merit-Based Recruitment (OTM-R) procedures fully embedded and systematically applied across research project contracts.
<b>Action 6. Access to training across campuses</b>	<b>Completed / Consolidated</b>	Equal access to training achieved through hybrid and online formats; experience feeds into the new institutional training governance framework (Action 22).
<b>Action 7. Web information on mobility opportunities</b>	<b>Completed / Consolidated</b>	Mobility information consolidated within a centralised institutional platform and maintained as a permanent support resource for researchers.

Action	Status	Short comment on continuity
<b>Action 8. Outreach and public engagement</b>	<b>Completed / Consolidated</b>	Outreach and dissemination activities formally recognised and embedded in appraisal and evaluation systems; strategic development continues under Action 18.
<b>Action 9. Selection criteria improvement</b>	<b>Completed / Consolidated</b>	Revised selection and evaluation criteria fully implemented across recruitment procedures, ensuring openness, transparency and diversity.
<b>Action 10. Management and dissemination of job offers</b>	<b>Completed / Consolidated</b>	Centralised publication of job offers and systematic dissemination through EURAXESS fully embedded in institutional practice.
<b>Action 11. OTM-R implementation and training</b>	<b>Completed / Consolidated</b>	OTM-R guidelines, training activities and quality assurance mechanisms fully embedded in recruitment culture and procedures.
<b>Action 12. Ethical framework and guidance</b>	<b>Completed / Consolidated</b>	Ethical governance framework consolidated, publicly accessible and embedded through formal committees and structured training activities.
<b>Action 13. Welcome procedures for international researchers</b>	<b>Completed / Consolidated</b>	Welcome and initial integration procedures are fully operational and embedded in institutional onboarding practices. These consolidated procedures provide the basis for a more integrated and researcher-centred welcome framework, further strengthened under Action 21 (2026–2028).
<b>Action 14. Welcome manual and onboarding training</b>	<b>Completed / Consolidated</b>	The Welcome Manual is fully operational and consolidated as a core institutional tool supporting researcher integration and early-stage career development. Its content and structure inform the development of a more coherent and integrated welcome framework under Action 21 (2026–2028).
<b>Action 15. Labour regulations for project-based researchers</b>	<b>Completed / Consolidated</b>	The regulatory framework governing the recruitment of project-based research staff has been formally adopted, implemented and made publicly accessible, ensuring legal clarity and alignment with OTM-R principles. Building on this consolidated regulatory basis, a subsequent technical update focused on enhanced OTM-R alignment and procedural refinement is addressed under Action 23 (2026–2028).
<b>Action 16. Digital platform for managing job offers and calls</b>	<b>In progress</b>	Development and testing phase ongoing; gradual deployment foreseen during the 2026–2028 cycle to further strengthen transparency and efficiency.



## HRS4R ACTION PLAN – UNIVERSITY OF JAÉN 2026–2028

The HRS4R Action Plan of the University of Jaén for the period 2026–2028 brings together the set of actions that will be implemented during this cycle in order to further strengthen the institutional framework for researcher recruitment, working conditions, career development and talent management.

The actions included in this Plan are fully aligned with the four pillars of the European Charter for Researchers (2023) and respond to the University's commitment to fostering a people-first approach to research human resources. Through this Action Plan, the University of Jaén seeks to consolidate transparent and merit-based recruitment practices, promote responsible and open research, improve the researcher experience, and support sustainable and attractive research careers.

**This Action Plan represents the operational dimension of the University's ongoing commitment to the HR Excellence in Research Award, bringing together actions at different stages of implementation and translating strategic principles into concrete institutional measures that will be progressively implemented and monitored throughout the 2026–2028 period.**

ACTION 16: Develop a Digital Platform to manage and Evaluate Job Offers and Calls	
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 serve to give feedback on the outcome of the evaluation process to applicants	
Indicator(s) / Target(s)	
<ul style="list-style-type: none"> <li>Digital platform to manage and evaluate job offers and calls</li> </ul>	
GAP Principles	
<b>11.</b> Evaluation and appraisal systems <b>13.</b> Recruitment <b>14.</b> Selection	<b>15.</b> Transparency <b>16.</b> Judging merit <b>34.</b> Complaints / appeals
Timing (quarter)	Responsible Unit
Q1 2026 - Q4 2027	<ul style="list-style-type: none"> <li>Vice-Rectorate for Research and Knowledge Transfer</li> </ul>

### ACTION 17: Open Science Empowerment Initiative at UJA

This initiative, which is conceived as a strategic action, seeks to embed open science principles into the institutional culture, everyday research practices, and career development of its research community. To achieve this objective, the action is articulated through a set of complementary and mutually reinforcing measures that address capacity-building, infrastructure, and incentives:

- **Open Data Training and Support** Develop regular workshops, seminars, and online resources for researchers and doctoral students on data management, FAIR principles and data stewardship.
- **Institutional Open Repository.** Strengthen UJA's institutional repository, ensuring that publications, datasets, software, and other research outputs are deposited in open-access formats.
- **Open Science Career Incentives.** Integrate open science practices into the research assessment and career progression criteria.

#### Indicator(s) / Target(s)

- Number of new support actions, resources, improvements or services developed by the Library/Open Science Unit each year (e.g., new guides, updated procedures, DMP templates, FAQs, helpdesk workflows, webinars, technical enhancements of the repository) [Target: at least 2 new support actions per year]
- Number of researchers and doctoral students completing Open Science or FAIR data training annually [Target: at least 20 participants annually on average]
- Proportion of funded research projects that include an approved Data Management Plan (DMP) [Target: 20% compliance rate]

#### GAP Principles

7. Good practice in research

8. Dissemination, exploitation of results

9. Public engagement

#### Timing (quarter)

Q1 2026 - Q4 2028

#### Responsible Units

- Vice-Rectorate for Research and Knowledge Transfer
- Library Service
- Doctoral School



## ACTION 18: Scientific Outreach and Public Engagement Strategy at UJA

Its purpose is to enhance the visibility, accessibility, and societal impact of research carried out at UJA by promoting structured, high-quality, and inclusive communication of scientific knowledge. This initiative seeks to strengthen the interaction between researchers and society, foster public trust in science, and support researchers in developing communication skills that are increasingly relevant for their professional development. To this end, the action is articulated through the following complementary lines of intervention:

- **Periodic Program of Public Science Events**  
Design and implement an annual schedule of science outreach events,
- **Training in Science Communication for Researchers**  
Offer workshops, courses and seminars on effective communication, media interaction, storytelling, audiovisual dissemination, and use of digital platforms aimed at improving researchers' public engagement skills.
- **Strengthening Digital Outreach Platforms**  
Expand UJA's presence on digital platforms by creating or enhancing diffusion channels, such as video, radio, podcasts and social media campaigns.
- **Collaborations with Schools, NGOs, and Local Institutions**  
Develop a structured program of partnerships with primary and secondary schools, and local governments to implement educational activities, collaborative projects, and science awareness initiatives.

### Indicator(s) / Target(s)

- Number of public science outreach events organized annually [Target: at least 10 events per year]
- Percentage of research staff participating in outreach activities [Target: 5% of academic and research personnel]
- Number of researchers completing science communication training each year [Target: minimum 20 participants annually on average]

### GAP Principles

7. Good practice in research

8. Dissemination, exploitation of results

9. Public engagement

#### Timing (quarter)

Q1 2026 - Q4 2028

#### Responsible Units

- Communication, Scientific Dissemination, and Corporate Outreach Service
- Vice-Rectorate for Research and Knowledge Transfer
- Doctoral School

### ACTION 19: Integrated Framework on Equality, Inclusion and Non-Discrimination for the Research Community

The institution will develop an integrated institutional framework that consolidates existing equality, inclusion and non-discrimination measures and aligns them explicitly with HR processes affecting researchers (R1–R4). This action will enhance coherence, visibility and accessibility of **Equality, Diversity and Inclusion (EDI)**-related resources, reinforce bias-prevention mechanisms and ensure that equality principles are systematically embedded into recruitment, assessment, supervision and career development processes.

The coordination and monitoring of this action will be fully embedded within the HRS4R transversal group, ensuring alignment with the work carried out by the OTM-R and Welcome & Career Development groups.

In order to operationalise this framework, the action will focus on the following key lines of implementation:

- **Strengthen the institutional alignment** with the Charter & Code principles on gender equality, diversity and non-discrimination.
- **Improve the integration of EDI** criteria into HR and OTM-R procedures for researchers
- **Increase awareness**, participation and adoption of inclusive practices across research units.

#### Indicator(s) / Target(s)

- Participation in EDI-oriented activities. [Target: at least 80 researchers participate in EDI-oriented activities]
- EDI content integrated into training activities [Target: 100% of mandatory training for R1 and at least 2 training actions for supervisors (R3–R4).]
- EDI criteria included in calls [Target: at least 50% of internal calls relevant to researchers include EDI criteria]

#### GAP Principles

**10. Non discrimination**

**27. Gender Balance**

#### Timing (quarter)

#### Responsible Units

Q1 2027 - Q4 2028

- Vice-Rectorate for Equality, Diversity, and Social Responsibility
- Vice-Rectorate for Research and Knowledge Transfer
- Doctoral School
- Vice-Rector for Lifelong Learning, Educational Technologies, and Teaching Innovation

## ACTION 20: Integrated Strategic Framework for Career Development, Competitiveness and Internationalisation of Research Talent

The University of Jaén will implement an Integrated Strategic Framework for Career Development, Competitiveness and Internationalisation of Research Talent, conceived as an institutional instrument aimed at advancing research excellence, fostering professional development across all career stages (R1–R4), and consolidating the presence and long-term engagement of international research talent at the UJA.

This framework integrates two complementary strategic dimensions:

- **Career development and competitiveness**

The University will strengthen the capacity of researchers—particularly international R2–R3 profiles—to participate successfully in regional, national and European competitive calls (MSCA-PF, ERC, National Plans, etc.). The action includes advanced training, mentoring, specialised technical support, and institutional resources to enhance the quality and competitiveness of submitted proposals.

- **Internationalisation and talent retention**

Specific measures will be implemented to enhance the continuity and retention of high-potential international researchers, with priority given to individuals linked to MSCA Postdoctoral Fellowships. The framework includes instruments for short-term stabilisation, integration into research structures, co-financing of transition periods, and tailored career progression pathways supporting the transition from R2 to R3.

This action contributes to reinforcing the alignment of existing institutional measures with the principles and objectives of the HRS4R process, particularly in relation to researchers' career development and internationalisation pathways.

### Indicator(s) / Target(s)

- Increase the number of R&D proposals supported. [Target: 20% increase]
- Provide advanced training in the preparation of R&D project proposals. [Target: at least 25 researchers per year]
- Conduct individualised technical support sessions for competitive proposal preparation [Target: at least 40 sessions]
- Internal monitoring report summarising the outcomes, uptake and impact of the support services delivered under this framework [Target: One annual report]

### GAP Principles

**28.** Career development

**29.** Value of mobility

#### Timing (quarter)

Q1 2026 - Q4 2027

#### Responsible Unit

- Vice-Rectorate for Research and Knowledge Transfer

## ACTION 21: Adaptation of the Welcome Center for the Reception and Support of International Research Staff

The University of Jaén will implement a targeted adaptation of the Welcome Center aimed at strengthening institutional support for international research staff across all career stages (R1–R4). This action seeks to ensure a coherent, accessible and researcher-centred reception framework that facilitates early integration into the research environment and supports international mobility in line with the principles of the European Charter for Researchers.

The adaptation focuses on the development of tailored resources and procedures for researchers, including specific information materials, structured onboarding itineraries, coordination protocols and harmonised information flows. These measures are designed to complement existing services for international students while addressing the specific administrative, professional and integration needs of incoming researchers.

Through this action, the Welcome Center will be consolidated as a single institutional reference point for international researchers, providing guidance on administrative procedures, access to research infrastructures, cultural and social integration, and awareness of the principles underpinning the European Charter for Researchers. The initiative represents a strategic evolution of existing practices, ensuring a more unified, sustainable and EURAXESS-aligned service for international research staff.

### Indicator(s) / Target(s)

- Materials for international research staff (guides, welcome pack, FAQs). [Target: Development or update of at least 2 materials]
- Update of the website section dedicated to researchers [Target: at least an annual update]
- Coordination protocol approved between Welcome Center, VR Research and VR Internationalisation. [Target: One coordination protocol]
- Welcome Center information upon arrival. [Target: 100% of incoming researchers receive information]

### GAP Principles

<b>28.</b> Career development <b>29.</b> Value of mobility	<b>30.</b> Access to career advice <b>39.</b> Access to research training and continuous development
Timing (quarter)	Responsible Unit
Q3 2026 - Q4 2028	<ul style="list-style-type: none"> <li>• Vice-Rectorate for Research and Knowledge Transfer</li> <li>• Vice-Rectorate of Internationalization</li> <li>• Personnel (HR) service</li> </ul>

## ACTION 22: Progressive Development and Operational Deployment of the Centre for Teaching and Learning Innovation (CFID) for Academic, Research and Technical Staff

Following the institutional analysis carried out within the HRS4R framework, the University of Jaén identified the need to strengthen the governance, coordination and evaluation of training and career development activities across staff categories. While structured training offers already exist, this action addresses the transition from a fragmented model towards a more coherent and strategic framework for Continuing Professional Development (CPD).

This action focuses on the progressive development and operational deployment of the Centre for Teaching and Learning Innovation (CFID) as the institutional structure responsible for consolidating, coordinating and professionalising training governance. The CFID will act as the single institutional hub for structuring, aligning and monitoring training activities for academic, research and technical/support staff, ensuring coherence, quality and sustainability across career stages.

Within this framework, the existing Training Plan for Teaching and Research Staff 2024–2027 will be integrated as a core operational instrument, ensuring that its implementation, monitoring and future updates remain aligned with the principles of the HR Excellence in Research Award, European standards for researcher development and the European Framework for Research Careers (R1–R4).

To enhance transparency, awareness and accessibility, the action includes the development of short multimedia resources explaining institutional training services, competence-based pathways and career development opportunities. Overall, the action contributes to a more structured, evaluable and ERA-aligned approach to Continuing Professional Development.

### Indicator(s) / Target(s)

- Institutional Training Catalogue developed and expanded, including competence pathways aligned with R1–R4.
- Multimedia resources (short explanatory videos, guides, etc.) to support staff awareness of, and accessibility to, the University's training services, resources and competence-based pathways. [Target: at least 5–10 resources produced]
- Training offer in formats that ensure equitable access [Target: at least 60% of training offer in hybrid/online format]
- Updates of the Training Plan for Teaching and Research Staff explicitly including alignment with the HR Excellence in Research Award.

### GAP Principles

<b>33. Teaching</b> <b>38. Continuing Professional Development</b>	<b>39. Access to research training and continuous development</b>
Timing (quarter)	Responsible Unit
Q3 2026 - Q4 2028	<ul style="list-style-type: none"> <li>• Vice-Rector for Lifelong Learning, Educational Technologies, and Teaching Innovation</li> <li>• Vice-Rectorate for Research and Knowledge Transfer</li> <li>• Doctoral School</li> <li>• Vice-Rectorate of Internationalization</li> </ul>

## ACTION 23: Aligning and Updating the Regulation for Research-Funded Contracts to Enhance OTMR Compliance

The University of Jaén will carry out an OTM-R-oriented update of its Regulation governing the recruitment of staff funded by R&D projects and grants. This action represents a second-stage development following the 2022–2025 cycle, during which the institution focused on compiling and publishing existing recruitment regulations to enhance transparency, without undertaking a technical OTM-R-based revision of their content.

Building on the experience accumulated across recent research-funded recruitment calls, the updated regulation will address the need to modernise and strengthen what has become the central normative instrument for research recruitment at the institution. The revision will consolidate improvements already introduced in practice (e.g. broader profiles, inclusion measures, evaluation of outreach and fundraising activities), harmonise the regulation with the UJA OTM-R Guides (R1, R2 and technical staff), and incorporate explicit references to the R1–R4 profiles defined in the European Framework for Research Careers. Clearer evaluation scales and complaint mechanisms will also be introduced to reinforce procedural clarity and consistency.

To support international accessibility, an updated bilingual (ES/EN) version of the regulation will be prepared and systematically applied to research-funded recruitment calls. This focused approach avoids overlap with recruitment regulations affecting access to permanent academic staff (PDI), which are governed by national legislation, and concentrates on the area where the University has full normative competence and where enhanced OTM-R alignment can deliver the greatest measurable impact

### Indicator(s) / Target(s)

- Diagnostic report identifying OTM-R improvement areas in the current regulation, validated by the Legal Office. [Target: 1 report]
- Updated bilingual (ES/EN) version of the Regulation for research-funded recruitment approved and published on institutional websites. [Target: One updated version]
- Recruitment calls applying the updated regulation and evaluation criteria. [Target: more than 90% of research-funded recruitment calls]

### GAP Principles

12. Recruitment  
13. Recruitment (Code)  
14. Selection (Code)  
15. Transparency (Code)

16. Judging merit (Code)  
17. Variations in the chronological order of CVs (Code)  
18. Recognition of mobility experience (Code)

#### Timing (quarter)

Q1 2027 - Q2 2028

#### Responsible Unit

- Vice-Rectorate for Research and Knowledge Transfer
- Personnel (HR) service



## ACTION 24: Framework for Career Progression and Integral Accompaniment of UJA Researchers

The University of Jaén will implement a Framework for Career Progression and Integral Accompaniment of Researchers, conceived as a flexible and coordinated institutional approach aimed at aligning, articulating and strengthening a set of existing and evolving initiatives that support researchers throughout their professional trajectory. Rather than a single formal programme or policy document, the Framework functions as an organisational and operational reference that brings coherence, visibility and strategic orientation to diverse support actions within the HRS4R context.

The Framework adopts a modular and adaptable structure that allows the University to respond to the heterogeneous needs of different research profiles while maintaining a shared strategic orientation. Although open to all researchers (R1–R4), it places particular emphasis on early-stage researchers, who benefit most from structured guidance during the initial phases of their careers.

Within this approach, the Framework brings together four complementary dimensions: The Framework integrates four complementary dimensions:

- 1. Institutional Onboarding and Orientation**, providing newcomers with essential information on services, ethics and integrity, OTM-R principles, training opportunities and internal procedures.
- 2. Flexible Accompaniment and Thematic Support**, through diverse formats (micro-mentoring, peer-support, thematic guidance sessions, expert dialogues) focusing on project development, funding opportunities, open science, mobility and research collaboration. This approach allows the coordination of existing initiatives within the University.
- 3. Competence Development**, offering annual training pathways in transversal skills, research management, science communication, ethical research practice and digital competencies.
- 4. Communities of Practice and Networking Spaces**, fostering interdisciplinary interaction and a collaborative research culture.

Overall, this action represents a qualitative evolution towards a more integrated, scalable and institutionally embedded approach to researcher support at UJA, enhancing coherence and sustainability without requiring the creation of a standalone formal framework document.

### Indicator(s) / Target(s)

- Activities organised annually within the Framework. [Target: at least 6 activities/year]
- Researcher participation in activities [Target: at least 50 participants/year]
- Attendance rate of newly incorporated researchers at the institutional onboarding session. [Target: at least 70% of new incorporations per year]

### GAP Principles

**28. Career development**

**30. Access to career advice**

**Timing (quarter)**

**Responsible Unit**

Q3 2026 - Q4 2028

- Vice-Rectorate for Research and Knowledge Transfer
- Doctoral School



## ACTION 25: Gap Analysis and Institutional Perception System Aligned with the HR Excellence in Research Criteria

The University of Jaén will implement a dedicated HRS4R survey addressed to the research community (R1–R4), aimed at assessing levels of awareness, perceptions and perceived implementation of the principles of the European Charter for Researchers (2023). The survey will be structured according to the four pillars of the Charter and will support the identification of institutional strengths, areas for improvement and priorities for action within the updated Action Plan.

To reinforce the robustness of the gap analysis, survey results will be complemented through a triangulation approach using consolidated institutional feedback mechanisms, particularly the annual Staff Climate, Leadership and Institutional Assessment Survey for academic staff (PDI). Although these instruments were not originally developed within the HRS4R framework, their maturity and scope provide valuable complementary evidence to validate trends and mitigate the impact of potential participation limitations.

The findings will be reviewed by the HRS4R Committee, integrated into the Action Plan and disseminated through targeted communication activities, ensuring transparency and institutional learning within the continuous improvement cycle of the HR Excellence in Research process.

### Indicator(s) / Target(s)

- Participation rate of the research community in the HRS4R survey. [Target: At least 15% participation of researchers (R1–R4)]
- Institutional gap analysis report completed and validated by the HRS4R Committee. [Target: One gap analysis report formally validated]
- Identification and prioritisation of Charter principles showing lower levels of perceived implementation. [Target:] Priority areas for action identified and documented within the gap analysis report.
- Integration of survey findings into the updated Action Plan and dissemination of results. [Target: At least one set of communication outputs (e.g. infographic, institutional news item or presentation) disseminated]

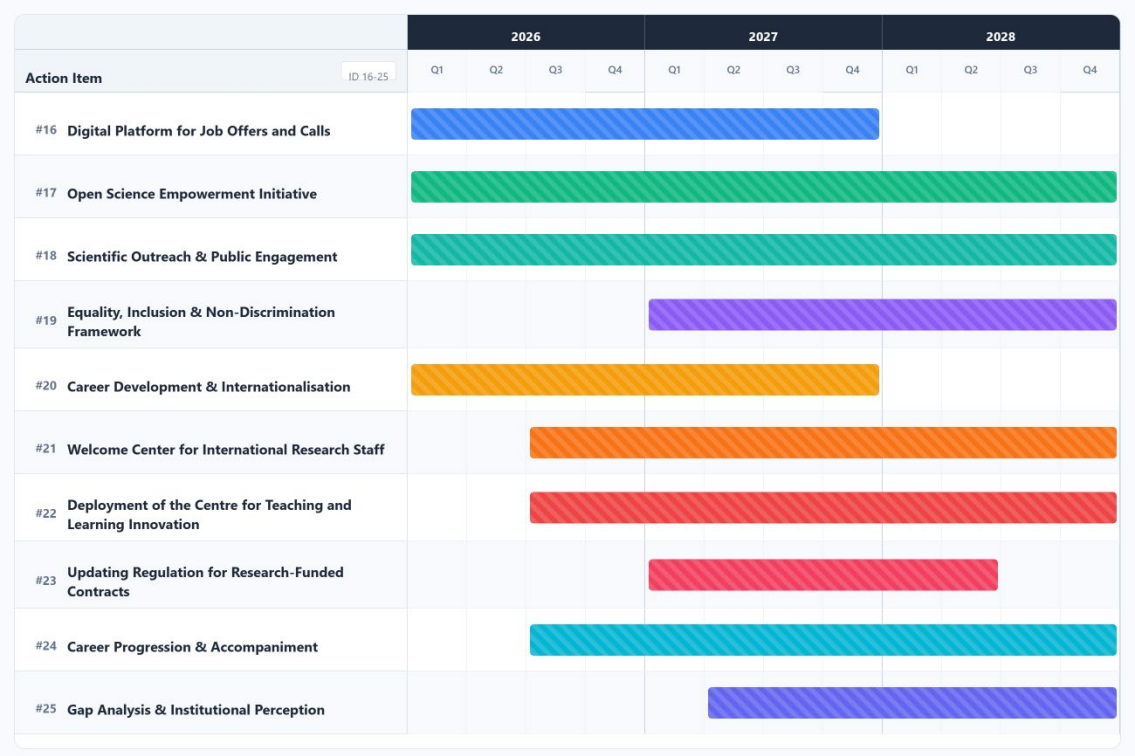
### GAP Principles

#### 11. Evaluation and appraisal systems

Timing (quarter)	Responsible Unit
Q2 2027 – Q4 2028	<ul style="list-style-type: none"> <li>• Vice-Rectorate for Strategy and Digital University</li> <li>• Vice-Rectorate for Research and Knowledge Transfer</li> <li>• Vice-Rectorate for Teaching and Research Staff</li> </ul>

# IMPLEMENTATION TIMELINE

The following timeline outlines the **indicative implementation schedule** of the actions included in the **HRS4R Action Plan of the University of Jaén for the period 2026–2028**. The timeline is structured by quarters (Q1–Q4) and reflects a **progressive and coordinated approach**, aligned with the scope and nature of each action.



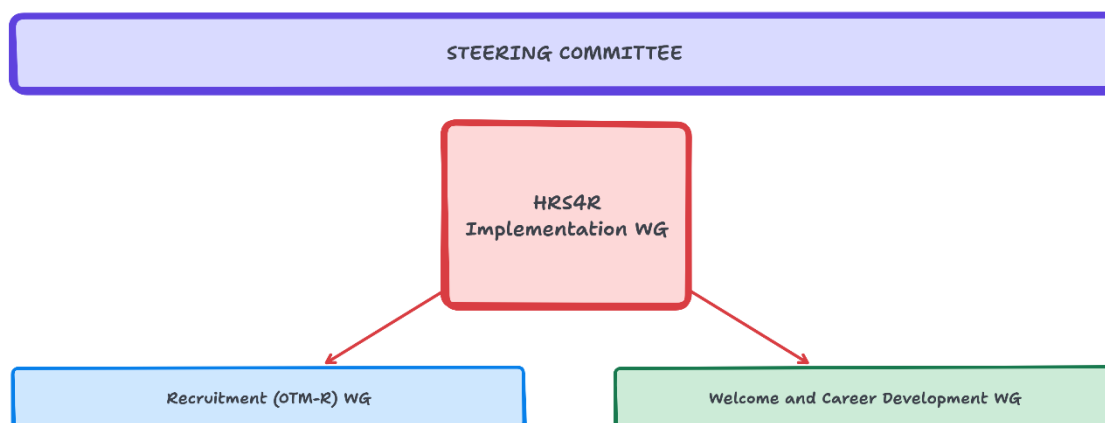
Actions Schedule 2026-2028

## GOVERNANCE AND WORKING GROUPS

The implementation of the HRS4R Action Plan at the University of Jaén is supported by a structured governance and coordination framework, designed to ensure institutional oversight, coherence across actions and active stakeholder involvement.

At the strategic level, the Steering Committee provides overall institutional supervision and ensures alignment with the University's governance and decision-making structures. Operational coordination is carried out by the HRS4R Implementation Working Group, which oversees the deployment and monitoring of the actions included in the Action Plan.

Two specialised working groups operate under this framework. The Recruitment (OTM-R) Working Group focuses on open, transparent and merit-based recruitment practices, while the Welcome and Career Development Working Group addresses researcher onboarding, support and career development. Together, these bodies contribute to the coordinated implementation, continuity and sustainability of the HRS4R across the institution.



HRS4R governance and working groups structure at the University of Jaén

# **ANNEX I - Complete Action Table as Submitted via the HRS4R Tool**



## Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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.	(++) 1. Research freedom	Q3 2019	Coordination: Vice-Rectorate for Strategy and Change Management	• WG HRS4R constituted on November 15th, 2018; 20 members. • WG OTM-R constituted within the WG HRS4R. • Online material available at <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en">https://www.ujaen.es/gobierno/estrategia-hrs4r/en</a> . • Number of attendants to the seminar: about 150. • Number of new researchers joining the IWG: 3 new researchers representing the R1 and R2 groups.
	(+/-) 2. Ethical principles		Other units involved: Vice-Rectorate for Research	
	(++) 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			

## Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 23. Research environment			
(++) 24. Working conditions			
(++) 25. Stability and permanence of employment			
(++) 26. Funding and salaries			
(++) 27. Gender balance			
(--) 28. Career development			
(-/+ ) 29. Value of mobility			
(-/+ ) 30. Access to career advice			
(++) 31. Intellectual Property Rights			
(++) 32. Co-authorship			
(++) 33. Teaching			
(+/-) 34. Complaints/ appeals			
(++) 35. Participation in decision-making bodies			
(++) 36. Relation with supervisors			
(++) 37. Supervision and managerial duties			
(++) 38. Continuing Professional Development			
(++) 39. Access to research training and continuous development			
(+/-) 40. Supervision			

## Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] The deployment of the UJA Strategic Plan acknowledges the HR strategy. All the relevant information about the HR strategy is offered at the dedicated HR website. Briefings have been distributed to academic (PDI) and administrative (PAS) staff to disseminate the C&amp;C key lessons. The OTM-R and C&amp;C have been presented to the research community. HR staff adopted the C&amp;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.</p> <p>[REACCREDITATION PHASE] Following the recommendations received during the interim assessment of October 2022, the University of Jaén undertook a significant reinforcement of the governance, coordination and institutional embedding of the HRS4R process. As a result, the structure of the working groups was revised and strengthened, leading to the establishment of three thematic working groups with clearly defined responsibilities, each meeting at least twice per year: • the HR Implementation Working Group, responsible for transversal actions related to governance, ethics and institutional embedding; • the Recruitment (OTM-R) Working Group, addressing transparent and merit-based recruitment procedures; • the Welcome and Career Development Working Group, focused on researcher onboarding, career development, mobility and support measures. These groups bring together representatives from most Vice-Rectorates and services involved in researcher-related processes, ensuring cross-unit coordination and institutional ownership. Researchers from R1 to R4 career stages are represented within the working groups. In particular, R1 and R2 representatives were selected through an open call published in the institutional newsletter, which generated more applications than available places, reflecting strong engagement from the research community. All working group meetings are formally documented and made available to members, ensuring traceability and continuity of the process. At the strategic level, HRS4R-related matters are addressed within the Steering Committee, composed of the Rector and Vice-Rectors, ensuring high-level oversight and alignment with institutional priorities. The renewed institutional commitment to the HRS4R was explicitly reflected in the electoral programme of the current Rector elected in mid-2023, reinforcing long-term political support for the Award. To support awareness-raising and capacity building, UJA has implemented a structured programme of seminars and information sessions on HR in research, addressing topics such as HRS4R objectives, OTM-R implementation, research careers, ethics, mobility and leadership. These activities are available through a dedicated series hosted on the University's institutional video platform: <a href="https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8">https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8</a> In parallel, the main HRS4R website at UJA has been redesigned to improve clarity, accessibility and visibility of information related to the HR Excellence in Research Award, including a dedicated OTM-R section and an updated complementary webpage centralising materials on mobility, welcome procedures, career development and employment information. Together, these measures have significantly strengthened the governance, visibility and institutional embedding of the HRS4R at the University of Jaén. INDICATORS • HRS4R and OTMR Working Groups constituted and operational: Achieved • Online HRS4R information and materials available and updated: Achieved • Average attendance at HRS4R-related seminars: 70–100 participants per session • Renewal and engagement of researchers within the WG: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a></p>



## Proposed ACTIONS

## Action 2

ACTION 2. OFFER AN ORGANISATIONAL STRUCTURE FOR ASSISTANCE IN THE PROFESSIONAL DEVELOPMENT

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 17. Variations in the chronological order of CVs (Code)		Coordination:	
(--) 28. Career development		Doctorate School	• Map of professional research career options published in a detailed ( <a href="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">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</a> ) and simplified version ( <a href="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">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</a> ).
(-/+) 30. Access to career advice	Q1-Q2 2021	Other units involved: Vice-Rectorate for Knowledge Transfer,	• Workshops and courses organised for professional career development ( <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/teaching-and-research-training">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/teaching-and-research-training</a> ).
(++) 37. Supervision and managerial duties		Entrepreneurship and Employability	• 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 programs (20 programs) and with the work of the PhD directors.
(+/-) 40. Supervision			

## Current Status

## Remarks

COMPLETED

[FROM INTERNAL REVIEW 2022] 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. 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](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) [REACCREDITATION PHASE] As part of this action, the University of Jaén provides structured and accessible information on career opportunities and employment pathways for early-stage and postdoctoral researchers. Information on employment opportunities and research career pathways is disseminated through the OTM-R section of the main HRS4R website, which serves as a central reference point for researchers seeking guidance on professional development within and beyond academia: <https://www.ujaen.es/investigacion-y-transferencia/estrategia-de-recursos-humanos-para-investigadores-hrs4r> This information is complemented and mirrored on the "Working and Researching at UJA" webpage, designed as a practical support tool to improve visibility and accessibility of employment-related information for researchers at different career stages: <https://www.ujaen.es/gobierno/estrategia-hrs4r/> In parallel, UJA organises and participates in employment- and career-oriented initiatives, such as institutional job fairs, aimed at facilitating contact between researchers, graduates and potential employers, and at increasing awareness of professional opportunities both within and beyond academia: <https://feriaempleo.ujaen.es/136459/detail/feria-de-empleo-de-la-universidad-de-jaen-2025.html> As part of this action, the map of professional research career options has been updated and published through the OTM-R section of the HRS4R website and mirrored on the "Working and Researching at UJA" webpage. This tool improves transparency and understanding of career pathways, particularly for early-stage researchers. In addition, several training and information sessions related to research career development have been organised, addressing topics such as career opportunities outside academia and research mobility as a component of career planning. These sessions contribute to strengthening researchers' employability and informed career decision-making. Complementary activities specifically related to outreach, dissemination and public engagement are addressed under Action 8, ensuring a clear distinction and coherence between career development support and dissemination-focused initiatives. INDICATORS • Map of professional research career options published: Achieved • Workshops and courses organised for professional career development: Achieved • More than 820 R2 researchers and early-stage scholars attended training courses during the last academic years • More than 683 Graduate and undergraduate students received employment advice during the last academic years • Satisfaction indicators available for all training activities organised within doctoral programmes (20 programmes), as well as for PhD supervision activities Evidence of actions: <https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing>

Proposed ACTIONS

Action 3

ACTION 3. PILOT AND LAUNCH UJA'S MENTORSHIP PROGRAM FOR R1 AND R2 RESEARCHERS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-- ) 28. Career development	Q3 2020- Q1 2021	Coordination: Vice-Rectorate for Research	• 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).
(++ ) 37. Supervision and managerial duties		Other units involved: Doctorate School	
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] 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: <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/mentoring-and-careers-guidance">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/mentoring-and-careers-guidance</a>. 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. [REACCREDITATION PHASE] As part of this action, a mentoring manual was developed and a pilot mentoring programme was implemented, involving 32 mentors and 20 mentees (R1 and R2 researchers). The pilot phase provided insights into mentoring needs, participation patterns and preferred formats among early-stage researchers. Based on this experience, the University decided to complement and progressively replace the initial structured mentoring scheme with more flexible, diversified and externally connected mentoring initiatives, better adapted to researchers' needs and career stages. In this context, UJA has actively promoted and participated in a range of mentoring programmes and initiatives, including: 1) IMFAHE Talent Programme The University of Jaén participates in programmes launched by the International Mentoring Foundation for the Advancement of Higher Education (IMFAHE) since the 2024/2025 academic year. Through this international platform, researchers gain access to international mentors, cross-university collaboration opportunities and specialised career-development resources: <a href="https://www.ujaen.es/internacional/plataforma-de-talento-imfahe">https://www.ujaen.es/internacional/plataforma-de-talento-imfahe</a> 2) NEOLAiA ESR Mentorship Programme (2024) UJA plays an active role within the NEOLAiA European University Alliance, including participation in the ESR Mentorship Programme, which combines hybrid mentoring formats, thematic workshops, online follow-up by mentors from other Alliance universities and short research visits. These activities strengthen international research networks and support postdoctoral career planning within the Alliance. <a href="https://www.ujaen.es/internacional/convocatorias-internacionales/programa-de-mentor-ia-neolaia-esr">https://www.ujaen.es/internacional/convocatorias-internacionales/programa-de-mentor-ia-neolaia-esr</a> <a href="https://neolaia.ujaen.es/convocatorias/programa-de-mentor-ia-neolaia-esr/">https://neolaia.ujaen.es/convocatorias/programa-de-mentor-ia-neolaia-esr/</a> 3) Research Incubators ("Semilleros de investigación") Research incubators consist of undergraduate student groups carrying out extracurricular research activities under the guidance of doctoral mentors. These initiatives foster early engagement with research, academic autonomy and creative thinking through scientific projects. <a href="https://www.ivoox.com/semilleros-de-investigacion-audios-mp3_rf_134689409_1.html">https://www.ivoox.com/semilleros-de-investigacion-audios-mp3_rf_134689409_1.html</a> 4) "Mentoring con M" Programme "Mentoring con M" is a strategic public-private initiative developed in collaboration with ASEM, designed to support female talent and reduce gender gaps in entrepreneurship and leadership. The programme connects high-achieving female students with experienced professionals, promoting professional development, local talent retention and equality. <a href="https://diariodigital.ujaen.es/emprendimiento-y-empleabilidad/la-universidad-de-jaen-y-asem-lanzan-mentoring-con-m-un-programa">https://diariodigital.ujaen.es/emprendimiento-y-empleabilidad/la-universidad-de-jaen-y-asem-lanzan-mentoring-con-m-un-programa</a> In addition, R2 researchers have been informed of and encouraged to apply for external national mentoring initiatives, such as the REBECA mentoring programme promoted by FECYT. <a href="https://www.euraxess.es/spain/rebeca-mentoring-programme">https://www.euraxess.es/spain/rebeca-mentoring-programme</a> Overall, this diversified mentoring ecosystem reflects a flexible and multi-layered approach to mentoring and career development, addressing different profiles and career stages. INDICATORS • Pilot mentorship programme set up: Achieved • Three meetings held to support and launch the mentorship programme: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing</a></p>		

Proposed ACTIONS

Action 4

ACTION 4. WRITE AN APPRECIATION PLAN

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/appraisal systems  (++) 38. Continuing Professional Development	Q2 2020	Coordination: Vice-Rectorate for Faculty and Academic Management	<ul style="list-style-type: none"><li>• Appreciation plan published here: <a href="https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf">https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf</a>.</li><li>• Number of evaluated researchers (applicable to all research &amp; teaching staff at UJA).</li></ul>
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] 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: <a href="https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf">https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf</a> [REACCREDITATION PHASE] At the University of Jaén, teaching activity and academic dedication are regulated through an institutional framework that incorporates recognition and appreciation mechanisms for a wide range of academic, research and institutional activities carried out by faculty members. Faculty members are assigned a standard teaching load of 240 hours per year. However, this load may be adjusted through a system of incentives that recognises contributions beyond regular teaching duties. These contributions include, among others, institutional representation, academic management responsibilities, research activities, teaching innovation and outreach and engagement activities. These recognition mechanisms are formally established in the General Criteria of the Teaching Organisation Plan (POD) and the Academic Dedication Plan (PDA) of the University of Jaén, which provide a transparent and standardised framework applicable to all academic and research staff. Within this framework, certain non teaching activities are recognised through reductions in teaching load (Annex II), while others are acknowledged through specific financial incentives awarded via additional remuneration (Annex III). In addition, the Personal Academic Dedication Coefficient (Coeficiente Personal de Dedicación Académica) constitutes a structured tool to evaluate and recognise individual academic dedication, ensuring consistency, transparency and institutional alignment in the appreciation of academic and research contributions. Overall, this framework supports the recognition of merit and diverse academic contributions, contributing to fair and attractive working conditions in line with the principles of the European Charter for Researchers. Further regulatory information is available through the following institutional sources: • Teaching Organisation Plan (POD) and Academic Dedication Plan (PDA): <a href="https://www.ujaen.es/gobierno/vicord/ordenacion-academica/criterios-pod-pda-y-calendarios">https://www.ujaen.es/gobierno/vicord/ordenacion-academica/criterios-pod-pda-y-calendarios</a> • Personal Academic Dedication Coefficient: <a href="https://www.ujaen.es/gobierno/vicord/ordenacion-academica/coeficiente-personal-de-dedicacion-academica">https://www.ujaen.es/gobierno/vicord/ordenacion-academica/coeficiente-personal-de-dedicacion-academica</a> INDICATORS • Appreciation plan published: Achieved • Number of evaluated researchers: Applicable to all research and teaching staff at UJA Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJJuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJJuOC?usp=sharing</a></p>		

## Proposed ACTIONS

Action 5				
	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 5. IMPROVE THE RECRUITMENT OF RESEARCHERS FUNDED BY RESEARCH PROJECTS	(+/-) 11. Evaluation/ appraisal systems		Coordination:	
	(+/-) 34. Complains/ appeals	Q2 2020	Vice-Rectorate for Research	• Number of evaluation documents provided: 24. • Addition of specifications for complaint procedures in all calls.
	(++) 38. Continuing Professional Development			
Current Status		Remarks		
COMPLETED		<p>[FROM INTERNAL REVIEW 2022] 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. [REACCREDITATION PHASE] The objectives of this action are fully embedded in the recruitment and selection procedures applied by the University of Jaén. Recruitment processes are conducted in accordance with the principles of Open, Transparent and Merit-based Recruitment (OTM-R), ensuring clarity, procedural transparency and equal treatment of candidates. As part of these procedures, recruitment processes are systematically supported by formal documentation certifying candidates' participation and professional activity within the corresponding research projects or contractual frameworks. These documents ensure administrative traceability and consistency across calls, without constituting qualitative assessments of research performance. During the current HRS4R cycle, more than 24 voluntary standardised certification documents have been issued and applied across different recruitment processes, reflecting the consistent implementation of these procedures. In addition, all calls explicitly include information on complaint and appeal procedures, providing candidates with clear mechanisms to raise concerns or request clarifications. This contributes to transparency, legal certainty and trust in the recruitment system. Overall, this action reflects the consolidation of transparent, well-documented and accountable recruitment procedures at UJA, aligned with OTM-R principles and institutional quality standards. INDICATORS • Number of certification documents provided: More than 24 documents • Inclusion of specifications for complaint procedures in all calls: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a></p>		

Proposed ACTIONS

Action 6

ACTION 6. IMPROVE THE 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 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.
Current Status	Remarks		
COMPLETED	[FROM INTERNAL REVIEW 2022] 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). [REACCREDITATION PHASE] During the current HRS4R cycle, training activities for teaching and research staff have been offered to the entire UJA community, regardless of their physical location (Jaén or Linares campuses). Access to training opportunities has been ensured through a combination of face-to-face, hybrid and online formats. While the larger number of staff based at the Las Lagunillas campus has historically resulted in a higher volume of face-to-face activities in Jaén, the progressive expansion of online and hybrid training formats—accelerated during and after the COVID-19 pandemic—has significantly improved equal access to training for staff based at the Linares campus. As a result, the objective of enhancing access to training opportunities across campuses has been effectively achieved. Until the 2024/2025 academic year, training activities for faculty staff were mainly coordinated by the Vice-Rectorate for Teaching and Faculty. Building on the experience gained during this period and the increasing strategic importance of structured training, UJA has initiated an internal reflection process aimed at integrating teaching, research and professional development training for PDI, PI and PTGA staff under a more coherent institutional framework. This analysis constitutes the basis for the proposal of a new institutional action in the next HRS4R cycle (Action 22). INDICATORS • Remote courses offered during the academic years: 2020-2021: 56 (798 attendants) 2021-2022: 63 (811 attendants) 2022-2023: 70 (2011 spots available) 2023-2024: 32 (1033 spots available) 2024-2025: 32 (1033 spots available) Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a>		

Proposed ACTIONS

Action 7

ACTION 7. UNIFY AND ORGANISE WEB INFORMATION ON MOBILITY GRANTS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	Q2 2022	Coordination: Vice-Rectorate for Research	<ul style="list-style-type: none"><li>• Website updated and available here: <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility</a>.</li><li>• 154 visits to the website <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility</a> (updated 1 July 2022).</li><li>• 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.</li><li>• 12.5% of UJA undergraduate and postgraduate students come from foreign countries and it receives about 600 international mobility students per year.</li></ul>
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] All the information concerning local, regional, national, European and international mobility grants is being updated periodically and included 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: <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en">https://www.ujaen.es/gobierno/estrategia-hrs4r/en</a> [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has reinforced institutional support for researcher mobility by improving the accessibility, visibility and coordination of mobility-related information and guidance. As a first step, UJA has reorganised and updated a dedicated HRS4R webpage, designed as a welcome and support tool for researchers, which centralises the most relevant mobility opportunities and guidance materials across different career stages. This webpage functions as a practical "welcome manual" within the framework of the HR Excellence in Research Award, complementing the information provided by institutional services. <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/apoyo-al-desarrollo-de-la-carrera-investigadora">https://www.ujaen.es/gobierno/estrategia-hrs4r/apoyo-al-desarrollo-de-la-carrera-investigadora</a> In parallel, UJA promotes "internationalisation at home" initiatives, offering preparatory resources and complementary support for researchers who are planning or considering international mobility, as well as opportunities for international engagement without physical relocation. <a href="https://www.ujaen.es/internacional/personal-uja/internacionalizacion-en-casa">https://www.ujaen.es/internacional/personal-uja/internacionalizacion-en-casa</a> Researchers at UJA also have access to a wide range of national and international mobility schemes managed through specialised institutional services, including Erasmus+ mobility programmes for academic and technical staff, short-term exchanges such as staff weeks, and international mobility calls coordinated within European university alliances and academic networks. These opportunities address different mobility modalities and career stages and include both outgoing and incoming mobility. In addition, UJA actively disseminates and supports participation in international talent-attraction and mobility initiatives promoted by external organisations and networks, particularly those aimed at strengthening cooperation with Latin American institutions and European partners. While these schemes are externally managed, UJA facilitates access, information and institutional support for interested researchers. Complementing these measures, dedicated information, training and awareness-raising activities have been organised to promote mobility opportunities and strengthen institutional capacity. Examples include the Training Course for International Mobility Coordinators, aimed at improving coordination and quality in mobility management, as well as the International Mobility Week, conceived as a forum for disseminating mobility schemes, sharing good practices and increasing awareness within the university community. <a href="https://www.ujaen.es/internacional/personal-uja/staff-weeks-y-jornadas-formativas/curso-de-formacion-de-coordinadores-de-movilidad">https://www.ujaen.es/internacional/personal-uja/staff-weeks-y-jornadas-formativas/curso-de-formacion-de-coordinadores-de-movilidad</a> <a href="https://www.ujaen.es/internacional/semana-de-la-movilidad-internacional-diciembre-2025">https://www.ujaen.es/internacional/semana-de-la-movilidad-internacional-diciembre-2025</a> Overall, these actions reflect a coordinated and structured institutional approach to supporting researcher mobility, combining information, guidance, training, international networking and access to diverse mobility opportunities within the HRS4R framework. INDICATORS</p> <ul style="list-style-type: none"><li>• Mobility webpage updated: Achieved</li><li>• More than 154 visits to the mobility webpage</li><li>• More than three information meetings organised on research career development and mobility opportunities, with participation of over 25 researchers at different career stages</li><li>• In 2025, UJA received 982 Erasmus students, which, together with 431 international students currently enrolled, represents approximately 11% of international students at UJA (contextual indicator)</li></ul> <p>Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a></p>		

## Proposed ACTIONS

Action 8				
ACTION 8. FOSTER THE INTEREST OF JUNIOR AND SENIOR RESEARCHERS IN THE PERFORMANCE OF OUTREACH ACTIVITIES	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 9. Public engagement	Q1 2022	Coordination: Vice-Rectorate for Communication and Institutional Projection Other units involved: Vice-Rectorate for Research Vice-Rectorate for Faculty and Academic Management	<ul style="list-style-type: none"> <li>• Inclusion of outreach in the appreciation plan (<a href="https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf">https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf</a>).</li> <li>• Inclusion of outreach in the evaluation scales. • 380 researchers participated in outreach activities from June 2021 to June 2022.</li> </ul>
Current Status		Remarks		
COMPLETED		<p>[FROM INTERNAL REVIEW 2022] 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 [REACCREDITATION PHASE] Outreach, dissemination and public engagement activities are formally recognised and actively promoted at the University of Jaén as an integral part of researchers' academic and professional activity. At the regulatory level, outreach and dissemination activities are explicitly considered within the institutional appreciation and incentive framework (Action 4), as well as within the evaluation scales applied in recruitment and career-related procedures for both teaching and research staff and project-based contracts. In particular, recruitment regulations for PAD Lecturer positions explicitly include "other research merits" related to the organisation of R&amp;D&amp;I activities, such as participation in conference organising committees, workshops, and membership of international research groups and networks. These elements directly acknowledge dissemination and engagement activities as recognised academic merits. In addition, although not always explicitly labelled as dissemination, teaching innovation activities are closely linked to the transfer and dissemination of research results through teaching practice, and are also recognised within the regulatory and evaluative framework applied to academic staff. In parallel, the University actively promotes researchers' participation in dissemination and public engagement initiatives through institutional communication channels, internal calls and dedicated support structures. Particular emphasis is placed on flagship initiatives such as Science Week and the European Researchers' Night, which serve as recurring platforms for interaction between researchers and society. Dissemination and communication skills are further supported through structured training activities. In particular, the Doctoral School integrates aspects related to "communication, dissemination and outreach of research" within its cross-disciplinary training programme, supporting early-stage researchers (R1) in developing these competences as part of their doctoral training. <a href="https://escueladoctorado.ujaen.es/actividades-de-formacion-transversal">https://escueladoctorado.ujaen.es/actividades-de-formacion-transversal</a> Complementing institutional initiatives, UJA also promotes participation in dissemination and outreach activities coordinated within national and European academic networks, including calls for innovative dissemination experiences and academic outreach activities within the framework of European university alliances. Overall, these actions demonstrate a consolidated institutional commitment to recognising, promoting and supporting outreach and dissemination activities across different career stages. At the same time, the experience gained during the current cycle has highlighted the opportunity to further integrate and strategically align these initiatives, which will be addressed through a dedicated action in the next HRS4R period. INDICATORS • Inclusion of outreach activities in the institutional appreciation plan: Achieved • Inclusion of outreach and dissemination activities in recruitment and evaluation scales: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a></p>		



## Proposed ACTIONS

Action 9		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 9. IMPROVE SELECTION CRITERIA The OTM-R implementation working group will review and define the processes for selecting and recruiting researchers for a 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 belonging to disadvantaged groups as a positive criterion for 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.	GAP Principle(s)			
	(+/-) 12. Recruitment			
	(+/-) 13. Recruitment (Code)			
	(-/+ ) 16. Judging merit (Code)	Q2 2020	Coordination: Vice- Rectorate for Research Other units involved:	• Use of new modified scales in calls. • All the new calls are accepted in compliance with the new selection criteria.
	(--) 17. Variations in the chronological order of CVs (Code)		Vice- Rectorate for Faculty and Academic Management	
	(++) 19. Recognition of qualifications (Code)			
	Current Status	Remarks		
	COMPLETED	[FROM INTERNAL REVIEW 2022] 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. [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has aligned its selection criteria and evaluation procedures with the principles of Open, Transparent and Merit-based Recruitment (OTM-R) across different types of recruitment calls. Selection procedures have been progressively revised to ensure greater openness and flexibility. In particular, calls have moved towards less restrictive professional profiles, allowing for a broader and more diverse pool of applicants while maintaining merit-based assessment. In addition, evaluation scales have been updated to incorporate complementary merit-based criteria, including: • the consideration of membership of disadvantaged groups as a positive criterion in situations of equal merit, in line with equality and diversity principles; • the inclusion of fundraising and project acquisition experience as an evaluable merit; • the recognition of engagement in outreach and dissemination activities as part of candidates' professional profiles. These revised selection criteria are applied consistently across new recruitment calls issued by UJA and contribute to reinforcing transparency, fairness and diversity in selection processes. Furthermore, regulatory provisions have been amended to allow the recruitment of foreign researchers holding degrees that have not yet been formally validated by Spanish educational authorities, reducing administrative barriers and facilitating international recruitment in accordance with OTM-R principles. INDICATORS • Use of revised evaluation scales in recruitment calls: Achieved • New calls issued in compliance with the updated selection criteria: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a>		

Proposed ACTIONS

Action 10

ACTION 10. IMPROVE THE MANAGEMENT OF JOB OFFERS The OTM-R implementation working group will review and define the processes for selecting and recruiting researchers for a 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 dependent contracts: 1) Centralise all 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 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 the professional profile. • Offers published in Euraxess. • R2 researchers recruited by research projects are receiving feedback about the results of their selection process.
(+/-) 15. Transparency (Code)		Other units involved: Vice-Rectorate for Faculty and Academic Management	
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] The job offers (<a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/other-employment-opportunities">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/other-employment-opportunities</a>) for researchers have been centralised on one single website, divided in terms of the professional profile. See the different profiles at <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en">https://www.ujaen.es/gobierno/estrategia-hrs4r/en</a>. 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. [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has reinforced transparency and accessibility of research job opportunities by improving the visibility, centralisation and dissemination of job offers in line with OTM-R principles. As a first step, UJA has reorganised and updated the main HRS4R website to provide clearer and more direct access to links where research job offers are published. This information has been replicated on the "Working and Researching at UJA" website, ensuring consistency and easy navigation for potential candidates. These webpages function as entry points guiding applicants towards the official publication channels. At institutional level, research job offers are centrally published through the electronic bulletin board of the University and the dedicated section for teaching and research staff (PDI) within the Personnel Service. The HRS4R website has been updated to include direct links to these official publication channels: <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/desarrollo-profesional-docente-e-investigador">https://www.ujaen.es/gobierno/estrategia-hrs4r/desarrollo-profesional-docente-e-investigador</a> In addition, UJA publishes research job offers on the EURAXESS portal following clearly defined and transparent criteria. In particular: • all job offers corresponding to projects or grants financed with European funds are published; • job offers corresponding to projects or research grants with an initial duration of 12 months or more on a full-time basis are published, regardless of the funding source. This approach ensures an efficient and proportionate use of international dissemination channels, while prioritising the publication of positions offering greater stability and attractiveness for internationally mobile researchers. By focusing on longer-term, full-time contracts, UJA maximises the impact of international promotion and aligns with the objectives of the EURAXESS platform. Finally, transparency in recruitment procedures is reinforced through the provision of feedback to candidates, as all UJA job calls include the publication of the final resolution with individual scoring results, allowing candidates to understand the outcome of the selection process. EURAXESS active job offers published by UJA are available at: <a href="https://euraxess.ec.europa.eu/jobs/search?f%5B0%5D=keywords%3AUniversidad%20de%20Jaen&amp;f%5B1%5D=offer_type%3Ajob_offer">https://euraxess.ec.europa.eu/jobs/search?f%5B0%5D=keywords%3AUniversidad%20de%20Jaen&amp;f%5B1%5D=offer_type%3Ajob_offer</a> INDICATORS • Centralisation of research job offers on a single access point, organised by professional profile: Achieved • Research job offers published on EURAXESS: Achieved (19 offers in 2025 • R2 researchers recruited through research projects receive feedback on the outcome of their selection process: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a></p>		

Proposed ACTIONS

Action 11	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	
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 reference of the procedure will be included in the Welcome Manual. Finally, include the EFQM quality control indicators.	(+/-) 12. Recruitment	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 <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en">https://www.ujaen.es/gobierno/estrategia-hrs4r/en</a> ) and in the endorsement letter ( <a href="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">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</a> ). • Selection and Recruiting OTM-R guide published. • Number of attendees to courses on OTM-R for administrative staff available. • Number of attendees to courses on OTM-R for researchers involved in recruiting processes available. • Basic information on OTM-R included in the Welcome Manual ( <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff</a> ) and in a downloadable guide ( <a href="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">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</a> ). • Compliance with the EFQM indicators. UJA has the excellence seal EFQM 500+ ( <a href="https://diariodigital.ujaen.es/institucional/la-universidad-de-jaen-renueva-el-sello-de-excelencia-europea-efqm-500-de-su-sistema">https://diariodigital.ujaen.es/institucional/la-universidad-de-jaen-renueva-el-sello-de-excelencia-europea-efqm-500-de-su-sistema</a> ). • UJA has an Integrated Quality Management System for its services and units ( <a href="https://www.ujaen.es/gobierno/sigcsua/">https://www.ujaen.es/gobierno/sigcsua/</a> ).
	(+/-) 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)			
Current Status	Remarks			
COMPLETED	[FROM INTERNAL REVIEW 2022] 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 ( <a href="https://www.hazfundacion.org/rankings-de-transparencia/sector/universidades/2019">https://www.hazfundacion.org/rankings-de-transparencia/sector/universidades/2019</a> ). Merit based recruitment processes are ensured by the National Law Estatuto Básico del Empleado Público ( <a href="https://www.boe.es/eli/es/l/2007/04/12/7/con">https://www.boe.es/eli/es/l/2007/04/12/7/con</a> ). [REACCREDITATION PHASE] As part of this action, the University of Jaén has strengthened the implementation of Open, Transparent and Merit-based Recruitment (OTM-R) through the development of clear procedural guidance and targeted training activities. The "Guidelines for Applicants for Research Staff Positions at the University of Jaén: A Strategic Approach Based on the OTM-R and HRS4R Principles" have been published. This document provides a unified and transparent framework describing recruitment procedures at UJA in alignment with OTM-R principles. The guidelines cover the full range of research-related profiles, including: • applicants for predoctoral contracts (R1 researchers); • applicants for postdoctoral contracts (R2 researchers); • applicants for project-funded researcher contracts; • applicants for technical and project management staff positions. To ensure consistent application of these procedures, administrative staff involved in recruitment processes are informed of the relevant guidelines at the beginning of each recruitment process. In addition, a structured programme of training and awareness-raising seminars on OTM-R has been delivered, aimed at strengthening institutional capacity and shared understanding of OTM-R principles among academic and administrative staff. These seminars addressed practical aspects of OTM-R implementation, common mistakes and best practices from the perspective of HR Excellence in Research evaluators. The full set of seminars is available through a dedicated series hosted on the University's institutional video platform: <a href="https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8">https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8</a> Overall, these measures contribute to embedding OTM-R principles within UJA's recruitment culture and operational practices. INDICATORS • UJA recruitment calls compliant with OTM-R principles: Achieved • OTM-R selection and recruitment guidelines published: Achieved • Basic information on OTM-R included in the Welcome Manual: Achieved • Integration of recruitment procedures within the institutional Quality Management System: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a>			

## Proposed ACTIONS

## Action 12

## 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles	Q1 2020	Coordination: Vice-Rectorate for Research	<ul style="list-style-type: none"> <li>Updated ethical/bioethical committees (<a href="https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-etica-en-investigacion-con-organismos-modificados-geneticamente-y">https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-etica-en-investigacion-con-organismos-modificados-geneticamente-y</a>).</li> <li>Research ethics/bioethics rules manual updated and published online in Spanish and English (<a href="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">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</a>).</li> </ul>
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] Updated ethical/bioethical committee. Information available at <a href="https://www.ujaen.es/gobierno/vicinv/comision-de-etica">https://www.ujaen.es/gobierno/vicinv/comision-de-etica</a>. Updated research ethics/bioethics rules manual published online in Spanish and English. Available at <a href="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">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</a>. [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has strengthened the visibility, accessibility and institutional coherence of its ethical framework for research. A dedicated "Ethical Principles" section has been created within the main HRS4R website, providing a clear and centralised entry point to the University's ethics governance structure and the most relevant ethical regulations applicable to research activities. This section includes direct access to the institutional Ethics Committees and their corresponding regulatory documents, reinforcing transparency and accessibility for both national and international researchers. Building on the situation identified in previous cycles, where only the Code of Good Research Practice was available in English, additional key ethical documents have now been translated and made available. In order to ensure clarity and avoid information overload, the HRS4R website prioritises the publication of the following core documents: • Animal Experimentation Ethics Committee regulations • Human Research Ethics Committee regulations • Ethics Committee regulations These documents constitute the central ethical reference framework for research conducted at UJA and are accessible through the HRS4R website. In parallel, ethical awareness and competence development are reinforced through training activities. In particular, the Doctoral School integrates ethical considerations within its transversal training programme through the course "Ethical Aspects in Research", ensuring that early-stage researchers (R1) receive structured training on research integrity and ethical conduct. In addition, a dedicated ethics-focused seminar has been organised within the HRS4R framework, addressing ethical challenges in research practice and reinforcing a shared ethical culture across the institution. This activity forms part of a structured series of HRS4R-related seminars hosted on the University's institutional video platform, ensuring accessibility and long-term availability of training materials: <a href="https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8">https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8</a> Together, these measures contribute to consolidating an accessible, coherent and well-embedded ethical framework, aligned with the principles of the European Charter for Researchers and supporting responsible research practices at all career stages. INDICATORS • Code of Good Research Practice updated: Achieved • Research ethics/bioethics regulatory framework updated and published online in Spanish and English: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing</a></p>		

## Proposed ACTIONS

Action 13	Timing (at least by year's quarter/semester)		
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 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.	GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 12. Recruitment	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.
	(+/-) 13. Recruitment (Code)		
	Current Status	Remarks	
	COMPLETED	[FROM INTERNAL REVIEW 2022] A welcome protocol has been developed and is available at <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff</a> . A pre-arrival downloadable guide ( <a href="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">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</a> ) is available at the HRS4R website ( <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff">https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff</a> ). All foreign researchers receive the welcome protocol. [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has taken concrete steps to improve the welcoming and initial integration of international researchers through the development of dedicated guidance materials and information resources. A welcome protocol for foreign researchers has been developed, together with a pre-arrival guide, providing practical information on administrative procedures, institutional services and initial settlement at the University. These materials are designed to support researchers during the first stages of their arrival and integration process. To ensure accessibility and visibility, the welcome protocol and the pre-arrival guide have been published on the "Working and Researching at UJA" webpage, within a dedicated section addressed to researchers, and linked from the main HRS4R website. This approach allows international researchers to access key information in a centralised and user-friendly manner, fully aligned with the HRS4R framework. <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/">https://www.ujaen.es/gobierno/estrategia-hrs4r/</a> In parallel, the University has established a Welcome Center that operates as an institutional reference point for international students but not for foreign researchers. The experience gained through the development and implementation of the researcher welcome protocol during the current HRS4R cycle has highlighted the potential of this existing structure as a strategic opportunity to further enhance and consolidate support services for international researchers. This reflection provides a solid basis for defining a new action in the next HRS4R period, aimed at progressively aligning and integrating researcher-oriented welcome services within the Welcome Center framework, ensuring greater coherence, sustainability and institutional embedding. INDICATORS • Welcome protocol for foreign researchers developed and published: Achieved • Pre-arrival guide for international researchers developed and published: Achieved • Dedicated welcome information for researchers available online through the HRS4R framework: Achieved • More than 195 visits recorded to the dedicated welcome webpages: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing</a>	

## Proposed ACTIONS

Action 14		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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. 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.	GAP Principle(s)			
	(++) 5. Contractual and legal obligations		Coordination: Vice-Rectorate for Research	
	(++) 7. Good practice in research		Other units involved:	
	(+/-) 9. Public engagement		Doctorate school, Vice-Rectorate for Faculty and Academic Management,	
	(++) 24. Working conditions	Q1, Q2 2020	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.
	(--) 28. Career development			
	(-/+ ) 29. Value of mobility			
	(++) 33. Teaching			
(+/-) 34. Complains/ appeals				
Current Status	Remarks			
COMPLETED	[FROM INTERNAL REVIEW 2022] 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 <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/en">https://www.ujaen.es/gobierno/estrategia-hrs4r/en</a> . A University of Jaén Code of Good Practice in Research is also available ( <a href="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">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</a> ) 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. [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has consolidated a Welcome Manual for researchers, aimed at supporting international and national newcomers during the early stages of their academic and research careers at UJA. The Welcome Manual is published online and accessible through the main HRS4R website, which includes a direct link to the "Working and Researching at UJA" webpage. This webpage functions as an interactive welcome resource, providing structured and updated information on employment conditions, professional development opportunities, funding schemes, training offers and international mobility. <a href="https://www.ujaen.es/gobierno/estrategia-hrs4r/">https://www.ujaen.es/gobierno/estrategia-hrs4r/</a> To enhance the visibility and relevance of this resource, the UJA homepage also includes, within its top navigation menu ("The University"), a dedicated section entitled "Work and Research at UJA", which directs users to the same welcome and support webpages, reinforcing accessibility for incoming researchers. In addition to online publication, the University actively disseminates and presents the Welcome Manual through institutional welcome and training activities aimed at facilitating the integration of newcomers. These activities include dedicated training days for newly recruited teaching and research staff (PDI) and institutional events such as the "Presentation of New Research Talent", which bring together newly incorporated researchers and provide information on career development and available support services. For early-stage researchers (R1), complementary support is provided through the Doctoral School, which offers transversal training activities covering key aspects of research careers, including research structure and governance, project development, communication and dissemination of research, professional integration, employment guidance and knowledge transfer. Attendance records for these activities are compiled and available. Overall, these measures ensure that the Welcome Manual is not only available online, but also actively embedded within institutional welcome and training practices, supporting researchers' integration and career development across different stages. INDICATORS • Welcome Manual published online and accessible through the HRS4R framework: Achieved • Welcome Manual disseminated through institutional welcome and training activities: Achieved • Researchers across different career stages (R1–R4) reached through welcome, training and information activities: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a>			

## Proposed ACTIONS

## Action 15

ACTION 15. DEVELOP  
NEW LABOUR  
REGULATIONS FOR  
RESEARCHERS HIRED  
BY RESEARCH  
PROJECTS AT UJA

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles			
(++) 3. Professional responsibility			
(++) 5. Contractual and legal obligations			
(++) 6. Accountability			
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 13. Recruitment (Code)			
(++) 14. Selection (Code)			
(+/-) 15. Transparency (Code)	Q3, 2023	Coordination: Vice- Rectorate for Research and Central Research Services	• New UJA labour regulation for researchers hired by research projects.
(-/+ ) 16. Judging merit (Code)			
(--) 17. Variations in the chronological order of CVs (Code)			
(++) 19. Recognition of qualifications (Code)			
(++) 24. Working conditions			
(++) 26. Funding and salaries			
(+/-) 34. Complains/ appeals			



Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] 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. [REACCREDITATION PHASE] During the current HRS4R cycle, the University of Jaén has adapted and consolidated its regulatory framework governing the recruitment of researchers hired under research projects, ensuring compliance with recent national legislative reforms and alignment with Open, Transparent and Merit-based Recruitment (OTM-R) principles. In recent years, new national regulations affecting the employment conditions and recruitment procedures of research staff have entered into force in Spain. In response, UJA has revised and updated its internal regulations applicable to researchers hired with charge to research project funds, ensuring legal compliance, procedural clarity and consistency across recruitment processes. To reinforce transparency and accessibility, a specific section entitled "OTM-R Policy at UJA" has been created on the main HRS4R website. This section outlines the regulatory framework currently in force at the University of Jaén and serves as a central reference point for candidates and researchers. It includes direct links to the relevant regulations and their corresponding English translations, available through the English version of the website. The regulatory framework presented in this section covers, in particular: • regulations of the Human Resources Service applicable to administrative staff and researchers; • regulations governing competitive recruitment procedures for teaching and research staff; • regulations applicable to the recruitment of staff hired with charge to R&amp;D project funds. Through these measures, UJA has strengthened the transparency, accessibility and coherence of its regulatory environment for project-based research recruitment, facilitating understanding for international candidates and ensuring alignment with European recommendations on research careers. INDICATORS • New UJA labour regulations for researchers hired under research projects adopted and implemented: Achieved Evidence of actions: <a href="https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing">https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</a></p>

Proposed ACTIONS

Action 16

Action 16. DEVELOP A DIGITAL PLATFORM TO MANAGE AND EVALUATE JOB OFFERS AND CALLS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 2. Ethical principles			
(++) 5. Contractual and legal obligations			
(++) 6. Accountability			
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			
(+/-) 13. Recruitment (Code)			
(++) 14. Selection (Code)			
(+/-) 15. Transparency (Code)			
(-/+ ) 16. Judging merit (Code)			
(++) 19. Recognition of qualifications (Code)	Q2, 2024	Coordination: Vice-Rectorate for Research	• Digital platform to manage and evaluate job offers and calls.
(++) 21. Postdoctoral appointments (Code)			
(++) 22. Recognition of the profession			
(-/+ ) 29. Value of mobility			
(++) 32. Co-authorship			
(++) 33. Teaching			
(+/-) 34. Complains/ appeals			
(++) 35. Participation in decision-making bodies			
(++) 37. Supervision and managerial duties			
Current Status	Remarks		
IN PROGRESS	[FROM INTERNAL REVIEW 2022] 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 serve to give feedback on the outcome of the evaluation process to applicants. [REACCREDITATION PHASE] There is a platform for managing and evaluating positions in the PDI replacement pool <a href="https://www.ujaen.es/servicios/servpod/bolsa-de-sustitucion-pdi">https://www.ujaen.es/servicios/servpod/bolsa-de-sustitucion-pdi</a> For research contract positions associated with contracts, there is another platform that is currently in the testing phase.		

## Proposed ACTIONS

Action 17				
ACTION 17: OPEN SCIENCE EMPOWERMENT INITIATIVE AT UJA This initiative, which is conceived as a strategic action, seeks to embed open science principles into the institutional culture, everyday research practices, and career development of its research community. To achieve this objective, the action is articulated through a set of complementary and mutually reinforcing measures that address capacity-building, infrastructure, and incentives: • Open Data Training and Support Develop regular workshops, seminars, and online resources for researchers and doctoral students on data management, FAIR principles and data stewardship. • Institutional Open Repository. Strengthen UJA's institutional repository, ensuring that publications, datasets, software, and other research outputs are deposited in open-access formats. • Open Science Career Incentives. Integrate open science practices into the research assessment and career progression criteria.	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(++) 7. Good practice in research	Q1 2026 - Q4 2028	• Vice-Rectorate for Research and Knowledge Transfer • Library Service • Doctoral School	• Number of new support actions, resources, improvements or services developed by the Library/Open Science Unit each year (e.g., new guides, updated procedures, DMP templates, FAQs, helpdesk workflows, webinars, technical enhancements of the repository). [Target: at least 2 new support actions per year] • Number of researchers and doctoral students completing Open Science or FAIR data training annually [Target: at least 20 participants annually on average] • Proportion of funded research projects that include an approved Data Management Plan (DMP) [Target: 20% compliance rate]
	(++) 8. Dissemination, exploitation of results			
	(+/-) 9. Public engagement			
	Current Status	Remarks		
NEW				

Proposed ACTIONS

Action 18

ACTION 18: SCIENTIFIC OUTREACH AND PUBLIC ENGAGEMENT STRATEGY AT UJA Its purpose is to enhance the visibility, accessibility, and societal impact of research carried out at UJA by promoting structured, high-quality, and inclusive communication of scientific knowledge. This initiative seeks to strengthen the interaction between researchers and society, foster public trust in science, and support researchers in developing communication skills that are increasingly relevant for their professional development. To this end, the action is articulated through the following complementary lines of intervention: • Periodic Program of Public Science Events Design and implement an annual schedule of science outreach events, • Training in Science Communication for Researchers Offer workshops, courses and seminars on effective communication, media interaction, storytelling, audiovisual dissemination, and use of digital platforms aimed at improving researchers' public engagement skills. • Strengthening Digital Outreach Platforms Expand UJA's presence on digital platforms by creating or enhancing diffusion channels, such as video, radio, podcasts and social media campaigns • Collaborations with

GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research		Q1 2026 - Q4 2028	• Communication, Scientific Dissemination, and Corporate Outreach Service • Vice-Rectorate for Research and Knowledge Transfer • Doctoral School	• Number of public science outreach events organized annually [Target: at least 10 events per year] • Percentage of research staff participating in outreach activities [Target: 5% of academic and research personnel] • Number of researchers completing science communication training each year [Target: minimum 20 participants annually on average]
(++) 8. Dissemination, exploitation of results				
( +/- ) 9. Public engagement				
Current Status	Remarks			
NEW				

Proposed ACTIONS

Action 18

Schools, NGOs, and Local Institutions Develop a structured program of partnerships with primary and secondary schools, and local governments to implement educational activities, collaborative projects, and science awareness initiatives.

## Proposed ACTIONS

Action 19			Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 19: INTEGRATED FRAMEWORK ON EQUALITY, INCLUSION AND NON-DISCRIMINATION FOR THE RESEARCH COMMUNITY The institution will develop an integrated institutional framework that consolidates existing equality, inclusion and non-discrimination measures and aligns them explicitly with HR processes affecting researchers (R1–R4). This action will enhance coherence, visibility and accessibility of Equality, Diversity and Inclusion (EDI)-related resources, reinforce bias-prevention mechanisms and ensure that equality principles are systematically embedded into recruitment, assessment, supervision and career development processes. The coordination and monitoring of this action will be fully embedded within the HRS4R transversal group, ensuring alignment with the work carried out by the OTM-R and Welcome & Career Development groups. In order to operationalise this framework, the action will focus on the following key lines of implementation: • Strengthen the institutional alignment with the Charter & Code principles on gender equality, diversity and non-discrimination. • Improve the integration of EDI criteria into HR and OTM-R procedures for researchers • Increase awareness, participation	(++) 10. Non discrimination	Q1 2027 - Q4 2028	• Vice-Rectorate for Equality, Diversity, and Social Responsibility • Vice-Rectorate for Research and Knowledge Transfer • Doctoral School • Vice-Rector for Lifelong Learning, Educational Technologie, and Teaching Innovation	• Participation in EDI-oriented activities. [Target: at least 80 researchers participate in EDI-oriented activities] • EDI content integrated into training activities [Target: 100% of mandatory training for R1 and at least 2 training actions for supervisors (R3–R4).] • EDI criteria included in calls [Target: at least 50% of internal calls relevant to researchers include EDI criteria]	
(++) 27. Gender balance					
Current Status		Remarks			
NEW					

Proposed ACTIONS

Action 19

and adoption of inclusive  
practices across research  
units.

## Proposed ACTIONS

## Action 20

ACTION 20: INTEGRATED STRATEGIC FRAMEWORK FOR CAREER DEVELOPMENT, COMPETITIVENESS AND INTERNATIONALISATION OF RESEARCH TALENT

The University of Jaén will implement the Integrated Strategic Framework for Career Development, Competitiveness and Internationalisation of Research Talent, conceived as an institutional instrument aimed at advancing research excellence, fostering professional development across all career stages (R1–R4), and consolidating the presence and long-term engagement of international research talent at the UJA. This framework integrates two complementary strategic dimensions: • Career development and competitiveness The University will strengthen the capacity of researchers—particularly international R2–R3 profiles—to participate successfully in regional, national and European competitive calls (MSCA-PF, ERC, National Plans, etc.). The action includes advanced training, mentoring, specialised technical support, and institutional resources to enhance the quality and competitiveness of submitted proposals. • Internationalisation and talent retention Specific measures will be implemented to enhance the continuity and

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 28. Career development	Q1 2026 - Q4 2027	• Vice-Rectorate for Research and Knowledge Transfer	• Increase the number of R&D proposals supported. [Target: 20% increase] • Provide advanced training in the preparation of R&D project proposals. [Target: at least 25 researchers per year] • Conduct individualised technical support sessions for competitive proposal preparation [Target: at least 40 sessions] • Internal monitoring report summarising the outcomes, uptake and impact of the support services delivered under this framework [Target: One annual report]
(-/+) 29. Value of mobility			
Current Status	Remarks		
NEW			



**Proposed ACTIONS**

---

**Action 20**

retention of high-potential international researchers, with priority given to individuals linked to MSCA Postdoctoral Fellowships. The framework includes instruments for short-term stabilisation, integration into research structures, co-financing of transition periods, and tailored career progression pathways supporting the transition from R2 to R3. This action is formulated as a new institutional framework within the HRS4R process, designed to systematise and expand previously dispersed initiatives and to ensure an integrated strategy that connects competitiveness, career development and the internationalisation of research talent.

---

## Proposed ACTIONS

## Action 21

ACTION 21: ADAPTATION OF THE WELCOME CENTER FOR THE RECEPTION AND SUPPORT OF INTERNATIONAL RESEARCH STAFF The University of Jaén will implement a targeted adaptation of the Welcome Center aimed at strengthening institutional support for international research staff across all career stages (R1–R4). This action seeks to ensure a coherent, accessible and researcher-centred reception framework that facilitates early integration into the research environment and supports international mobility in line with the principles of the European Charter for Researchers. The adaptation focuses on the development of tailored resources and procedures for researchers, including specific information materials, structured onboarding itineraries, coordination protocols and harmonised information flows. These measures are designed to complement existing services for international students while addressing the specific administrative, professional and integration needs of incoming researchers. Through this action, the Welcome Center will be consolidated as a single institutional reference point for international researchers, providing guidance on administrative procedures, access to research infrastructures, cultural

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(--) 28. Career development			
(-/+) 29. Value of mobility			
(-/+) 30. Access to career advice	Q3 2026 - Q4 2028	<ul style="list-style-type: none"> <li>• Vice-Rectorate for Research and Knowledge Transfer</li> <li>• Vice-Rectorate of Internationalization</li> <li>• Personnel (HR) service</li> </ul>	<ul style="list-style-type: none"> <li>• Materials for international research staff (guides, welcome pack, FAQs). [Target: Development or update of at least 2 materials]</li> <li>• Update of the website section dedicated to researchers [Target: at least an annual update]</li> <li>• Coordination protocol approved between Welcome Center, VR Research and VR Internationalisation. [Target: One coordination protocol]</li> <li>• Welcome Center information upon arrival. [Target: 100% of incoming researchers receive information]</li> </ul>
(++) 39. Access to research training and continuous development			
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 21

and social integration, and awareness of the principles underpinning the European Charter for Researchers. The initiative represents a strategic evolution of existing practices, ensuring a more unified, sustainable and EURAXESS-aligned service for international research staff.

## Proposed ACTIONS

## Action 22

ACTION 22: PROGRESSIVE DEVELOPMENT AND OPERATIONAL DEPLOYMENT OF THE CENTRE FOR TEACHING AND LEARNING INNOVATION (CFID) FOR ACADEMIC, RESEARCH AND TECHNICAL STAFF

Following the institutional analysis carried out within the HRS4R framework, the University of Jaén identified the need to strengthen the governance, coordination and evaluation of training and career development activities across staff categories. While structured training offers already exist, this action addresses the transition from a fragmented model towards a more coherent and strategic framework for Continuing Professional Development (CPD). This action focuses on the progressive development and operational deployment of the Centre for Teaching and Learning Innovation (CFID) as the institutional structure responsible for consolidating, coordinating and professionalising training governance. The CFID will act as the single institutional hub for structuring, aligning and monitoring training activities for academic, research and technical/support staff, ensuring coherence, quality and sustainability across career stages. Within this framework, the existing Training Plan for Teaching and Research

Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)
GAP Principle(s)			
(++) 33. Teaching	Q3 2026 - Q4 2028	● Vice-Rector for Lifelong Learning, Educational Technologies, and Teaching Innovation ● Vice-Rectorate for Research and Knowledge Transfer ● Doctoral School ● Vice-Rectorate of Internationalization	● Institutional Training Catalogue developed and expanded, including competence pathways aligned with R1–R4. ● Multimedia resources (short explanatory videos, guides, etc.) to support staff awareness of, and accessibility to, the University's training services, resources and competence-based pathways. [Target: at least 5–10 resources produced] ● Training offer in formats that ensure equitable access [Target: at least 60% of training offer in hybrid/online format] ● Updates of the Training Plan for Teaching and Research Staff explicitly including alignment with the HR Excellence in Research Award.
(++) 38. Continuing Professional Development			
(++) 39. Access to research training and continuous development			
Current Status	Remarks		
NEW			

**Proposed ACTIONS**

---

**Action 22**

Staff 2024–2027 will be integrated as a core operational instrument, ensuring that its implementation, monitoring and future updates remain aligned with the principles of the HR Excellence in Research Award, European standards for researcher development and the European Framework for Research Careers (R1–R4). To enhance transparency, awareness and accessibility, the action includes the development of short multimedia resources explaining institutional training services, competence-based pathways and career development opportunities. Overall, the action contributes to a more structured, evaluable and ERA-aligned approach to Continuing Professional Development.

---

## Proposed ACTIONS

Action 23		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 23: ALIGNING AND UPDATING THE REGULATION FOR RESEARCH-FUNDED CONTRACTS TO ENHANCE OTMR COMPLIANCE The University of Jaén will carry out an OTM-R-oriented update of its Regulation governing the recruitment of staff funded by R&D projects and grants. This action represents a second-stage development following the 2022–2025 cycle, during which the institution focused on compiling and publishing existing recruitment regulations to enhance transparency, without undertaking a technical OTM-R-based revision of their content. Building on the experience accumulated across recent research-funded recruitment calls, the updated regulation will address the need to modernise and strengthen what has become the central normative instrument for research recruitment at the institution. The revision will consolidate improvements already introduced in practice (e.g. broader profiles, inclusion measures, evaluation of outreach and fundraising activities), harmonise the regulation with the UJA OTM-R Guides (R1, R2 and technical staff), and incorporate explicit references to the R1–R4 profiles defined in the European Framework for Research Careers. Clearer evaluation scales and complaint mechanisms will also be	(+/-) 12. Recruitment	Q1 2027 - Q2 2028	● Vice-Rectorate for Research and Knowledge Transfer ● Personnel (HR) service	• Diagnostic report identifying OTM-R improvement areas in the current regulation, validated by the Legal Office. [Target: 1 report] • Updated bilingual (ES/EN) version of the Regulation for research-funded recruitment approved and published on institutional websites. [Target: One updated version] • Recruitment calls applying the updated regulation and evaluation criteria. [Target: more than 90% of research-funded recruitment calls]
	(+/-) 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)			
Current Status	Remarks			
NEW				

Proposed ACTIONS

Action 23

introduced to reinforce procedural clarity and consistency. To support international accessibility, an updated bilingual (ES/EN) version of the regulation will be prepared and systematically applied to research-funded recruitment calls. This focused approach avoids overlap with recruitment regulations affecting access to permanent academic staff (PDI), which are governed by national legislation, and concentrates on the area where the University has full normative competence and where enhanced OTM-R alignment can deliver the greatest measurable impact.

## Proposed ACTIONS

## Action 24

ACTION 24: FRAMEWORK FOR CAREER PROGRESSION AND INTEGRAL ACCOMPANIMENT OF UJA RESEARCHERS The University of Jaén will implement a Framework for Career Progression and Integral Accompaniment of Researchers, conceived as a flexible and coordinated institutional approach aimed at aligning, articulating and strengthening a set of existing and evolving initiatives that support researchers throughout their professional trajectory. Rather than a single formal programme or policy document, the Framework functions as an organisational and operational reference that brings coherence, visibility and strategic orientation to diverse support actions within the HRS4R context. The Framework adopts a modular and adaptable structure that allows the University to respond to the heterogeneous needs of different research profiles while maintaining a shared strategic orientation. Although open to all researchers (R1–R4), it places particular emphasis on early-stage researchers, who benefit most from structured guidance during the initial phases of their careers. Within this approach, the Framework brings together four complementary dimensions: The Framework integrates four complementary

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-- ) 28. Career development	Q3 2026 - Q4 2028	• Vice-Rectorate for Research and Knowledge Transfer • Doctoral School	• Activities organised annually within the Framework. [Target: at least 6 activities/year] • Researcher participation in activities [Target: at least 50 participants/year] • Attendance rate of newly incorporated researchers at the institutional onboarding session. [Target: at least 70% of new incorporations per year]
(-/+ ) 30. Access to career advice			
Current Status	Remarks		
NEW			



**Proposed ACTIONS**

---

**Action 24**

dimensions: 1. Institutional Onboarding and Orientation, providing newcomers with essential information on services, ethics and integrity, OTM-R principles, training opportunities and internal procedures. 2. Flexible Accompaniment and Thematic Support, through diverse formats (micro-mentoring, peer-support, thematic guidance sessions, expert dialogues) focusing on project development, funding opportunities, open science, mobility and research collaboration. This approach allows the coordination of existing initiatives within the University. 3. Competence Development, offering annual training pathways in transversal skills, research management, science communication, ethical research practice and digital competencies. 4. Communities of Practice and Networking Spaces, fostering interdisciplinary interaction and a collaborative research culture. Overall, this action represents a qualitative evolution towards a more integrated, scalable and institutionally embedded approach to researcher support at UJA, enhancing coherence and sustainability without requiring the creation of a standalone formal framework document.

---

## Proposed ACTIONS

## Action 25

ACTION 25: GAP ANALYSIS AND INSTITUTIONAL PERCEPTION SYSTEM ALIGNED WITH THE HR EXCELLENCE IN RESEARCH CRITERIA

The University of Jaén will implement a dedicated HRS4R survey addressed to the research community (R1–R4), aimed at assessing levels of awareness, perceptions and perceived implementation of the principles of the European Charter for Researchers (2023). The survey will be structured according to the four pillars of the Charter and will support the identification of institutional strengths, areas for improvement and priorities for action within the updated Action Plan. To reinforce the robustness of the gap analysis, survey results will be complemented through a triangulation approach using consolidated institutional feedback mechanisms, particularly the annual Staff Climate, Leadership and Institutional Assessment Survey for academic staff (PDI). Although these instruments were not originally developed within the HRS4R framework, their maturity and scope provide valuable complementary evidence to validate trends and mitigate the impact of potential participation limitations. The findings will be reviewed by the HRS4R Committee, integrated into the Action Plan and disseminated

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 11. Evaluation/ appraisal systems	Q2 2027 – Q4 2028	<ul style="list-style-type: none"> <li>• Vice-Rectorate for Strategy and Digital University</li> <li>• Vice-Rectorate for Research and Knowledge Transfer</li> <li>• Vice-Rectorate for Teaching and Research Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Participation rate of the research community in the HRS4R survey. [Target: At least 15% participation of researchers (R1–R4)]</li> <li>• Institutional gap analysis report completed and validated by the HRS4R Committee. [Target: One gap analysis report formally validated]</li> <li>• Identification and prioritisation of Charter principles showing lower levels of perceived implementation. [Target:] Priority areas for action identified and documented within the gap analysis report.</li> <li>• Integration of survey findings into the updated Action Plan and dissemination of results. [Target: At least one set of communication outputs (e.g. infographic, institutional news item or presentation) disseminated]</li> </ul>
Current Status	Remarks		
NEW			

Proposed ACTIONS

Action 25

through targeted communication activities, ensuring transparency and institutional learning within the continuous improvement cycle of the HR Excellence in Research process.

Unselected principles:

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, multiple links must be comma separated \*:

URL \*:

<https://www.ujaen.es/investigacion-y-transferencia/estrategia-de-recursos-humanos-para-investigadores-hrs4r> (<https://www.ujaen.es/investigacion-y-transferencia/estrategia-de-recursos-humanos-para-investigadores-hrs4r>)