

HR Excellence in Research

Internal Review

Internal Review

Case number

2018ES360970

Name Organisation under review

Universidad de Jaén

Organisation's contact details

Campus Las Lagunillas, Edif. Rectorado (OFIP), B1-025), Jaén, 23071, Spain

1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	1202
Of whom are international (i.e. foreign nationality) *	39
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	48
Of whom are women *	525
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	743
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	106
Of whom are stage R1 = in most organisations corresponding with doctoral level *	353
Total number of students (if relevant) *	15272
Total number of staff (including management, administrative, teaching and research staff) *	1626

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	145600402
Annual organisational direct government funding (designated for research)	44338333
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11295033
Annual funding from private, non-government sources, designated for research	2211239

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

The University of Jaén (UJA), founded in 1993, is a public university in Andalusia with two campuses in Jaén and Linares. With around 17,000 members, UJA combines high-quality teaching with a solid research profile and modern facilities for innovation. It is among the most internationalised Spanish universities, hosting over 2,000 international students annually and coordinating the European University Alliance NEOLAiA. UJA is internationally recognised in major rankings, including THE Impact Rankings, subject-based rankings, and global classifications such as THE World University Rankings and Shanghai.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note:Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE*



Strengths and Weaknesses (Initial Phase)

Strengths

Research freedom and ethics

- The right to research freedom is included in UJA's statutes.
- The ethical commission is divided into three Committees. Ethical Committee for Animal Research (CEEA), Ethical Committee for Human Research (CEIH), Ethical Committee for the Experimentation in GMO and Biological Agents. (CIOMGAB). Researchers are committed to report to the Ethical Commission prior to sending a project for a call. UJA uses Turnitin antiplagiarism software.
- UJA has an innovation and good teaching practices manual 2016-2019

Accountability and IP protection:

- The internal control office assures that the accountability of the researchers follows the principles of legality, efficacy and efficiency. The research management service provides information to researchers about strategic issues of accountability, funding, research calls and intellectual property.
- UJA has an IP norm, a Research Results Transfer Office, and provides intellectual property and technology transfer courses. Also, UJA has a plan for supporting knowledge transference, entrepreneurship and employability, and a program for supporting the creation of knowledge-based companies

Labour risks

- UJA has a committee of health and security. The labour risk management service centralises UJA's security and protection plans. UJA provides a labour risks prevention policy and a labour risk prevention plan. Several courses about security and health were performed at UJA.

Outreach

- The Vice Rectorate of Communication supports research outreach. UJA has a Scientific Culture Unit, and a research outreach plan, with 12 work lines including activities, workshops, prizes, training etc. UJA is present on the most noticeable social networks.

Equality

- UJA's statute defines that all selection process will be based on equality, merits and ability of the candidates. UJA has an equality unit, an equality plan and a guide for the use of non-sexist language. Sensitisation events for equality issues are performed.

Evaluation

- R1 researchers are evaluated annually by the doctorate school and by the funding institution. This evaluation is required to continue the doctorate studies. The professional development of functionary teaching staff is demonstrated by the external positive evaluation of their research performance by sexenios. A new legislation has been approved, setting the "sexenio de Transferencia", which evaluates the transference of results to companies and society.
- Researchers are also evaluated by the regional Ministry of Knowledge, Research and Universities, for the granting of the autonomic monetary complements. Students evaluate the teaching abilities and performance of the teaching staff using Docentia software.
- The department leader writes a report about the associate professors that were recruited over the year.
- Research groups are also evaluated by the regional Ministry of Knowledge, Research and Universities,
- The teaching management plan evaluates teachers yearly to determine the number of teaching hours that will be commissioned for the next year.

Weaknesses

- UJA lacks an official manual of ethics in research.
- Researchers are more concentrated on those issues that have a direct implication in their CV rather than technology transfer and outreach.
- Teacher's evaluation by the Docentia software, and evaluation of the researchers for the sexenios and quinquenios national calls is voluntary.

Strengths and Weaknesses (Interim Assessment)

Strengths

Research freedom and ethics

- Freedom of Research is included in the UJA Statutes (Estatutos de la Universidad de Jaén (<https://www.ujaen.es/gobierno/secgen/normativas/normativas-disposiciones-generales>)).
- The ethical commission (<https://www.ujaen.es/gobierno/vicinv/comision-de-etica>) is divided into three Committees: Ethical Committee for Human Research (CEIH) (<https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-etica-en-investigacion-humana-ceih>), Ethical Committee for Animal Research (CEEA) (<https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-etica-en-experimentacion-animal-ceea>), and Ethical Committee for the Experimentation in GMO and Biological Agents (CIOMGAB) (<https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-etica-en-investigacion-con-organismos-modificados-geneticamente-y>). Researchers are committed to obtain a positive report from the Ethical Commission before submitting a proposal in any call. Turnitin anti-plagiarism software is used prior to PhD defence.
- UJA implemented a Program on Innovation and Promotion of Good Teaching Practices (2016-19 period (<https://www.ujaen.es/gobierno/vicestudios/secretariado-de-innovacion-docente-y-ensenanza-no-presencial/innovacion-docente/plan-i2d-uja-2016>)) followed by a Program on Teaching Innovation and Improvement (2019-2023 period (https://www.ujaen.es/gobierno/vicestudios/sites/gobierno_vicestudios/files/uploads/Plan-InnMejDoc-PIMED-UJA-2019-2023.pdf)).

Accountability and IP protection:

- The Internal Control Office (<https://www.ujaen.es/servicios/cinterno/>) ensures accountability in terms of legality, efficacy and efficiency. The Research Management Office (<https://www.ujaen.es/servicios/servinv/>) provides information on strategic issues like liability, funding, research calls and intellectual property.
- UJA has an Intellectual Property regulation (<https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff/working-uja-1>), a Research Results Transfer Office (OTRI (<http://otri.ujaen.es/>)), and it provides intellectual property and technology transfer courses. It also has a Program for Supporting Knowledge Transfer, Entrepreneurship and Employability (2022 version (http://otri.ujaen.es/sites/default/files/Plan%20Operativo%20de%20Apoyo%20a%20la%20Transferencia%2C%20la%20Empleabilidad%20y%20el%20Emprendimiento%202022_0.pdf)), a Program for supporting the creation of knowledge-based companies (<http://otri.ujaen.es/es/plan/2022/ebc>) and prototypes and patents development support (<http://www.ujaen.es/gobierno/vicin/fortalecimiento-junta-de-andalucia-feder/plan-de-fortalecimiento-uja-capacidades-en-idi-5>).

Labour risks

- UJA has a Health and Safety Committe (<http://www.ujaen.es/servicios/prevencion/comite-de-seguridad-y-salud>), a Labour Risk Management Service (<http://www.ujaen.es/servicios/prevencion/comite-de-seguridad-y-salud>) and a Labour Risk Prevention Plan (http://www.ujaen.es/servicios/prevencion/sites/servicio_prevencion/files/uploads/node_seccion_de_micrositio/2019-08/Plan%20Prevencion%20Riesgos%20Laborales%20-%20DEFINITIVO_revision%20Eva2.pdf). UJA periodically offers courses on health and safety (<https://www.ujaen.es/servicios/prevencion/formacion>).

Outreach

- Research outreach is supported by the Vice Chancellor for Communication, the Scientific Culture and Innovation Unit (UCC+i (<https://www.ujaen.es/servicios/ucc/>)), the Research Outreach Plan (<http://www.ujaen.es/servicios/ucc/plan-de-divulgacion-cientifica>) with 12 work lines and UJA presence in social networks.

Equality

- UJA Statutes state that all selection processes will be based on the principles of equality, merits and ability of the candidates. UJA has an equality unit (<https://www.ujaen.es/servicios/uigualdad/>), an equality plan (<https://www.ujaen.es/servicios/uigualdad/unidad-de-igualdad/planes-de-igualdad>) and a guide for the use of a non-sexist language (https://www.ujaen.es/servicios/uigualdad/sites/servicio_uigualdad/files/uploads/Guia_lenguaje_no_sexista.pdf), and holds equality awareness events.

Evaluation

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

Weaknesses

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

Strengths and Weaknesses (Award Renewal, max 500 words) *

Ethical and professional aspects:

The University of Jaén has progressively consolidated a robust institutional framework addressing ethical governance, professional standards, researcher integration and public engagement, fully aligned with the principles of the Charter & Code and embedded within its Human Resources Strategy.

A core strength lies in the University's ethical governance system. UJA has established a comprehensive ethical framework articulated through its Ethics Committee and specialised commissions for Human Research and Animal Experimentation. This framework is supported by a unified Ethical Manual and related regulatory documents, which have been updated, translated into English and made publicly available through the HRS4R website. This ensures transparency, accessibility and consistent application of ethical standards for national and international researchers alike. Ethical awareness and compliance are further reinforced through structured training activities, including transversal doctoral courses on research ethics and dedicated HRS4R ethics seminars, ensuring early and continuous exposure to responsible research practices across researcher categories.

In parallel, UJA has strengthened its institutional capacity to support the integration of international researchers. A structured welcoming framework has been developed and progressively refined, providing clear guidance on administrative procedures, legal requirements, mobility and practical aspects of settling in Jaén. These resources are centralised within the "Work and Research at UJA" platform, which functions as an interactive Welcome Manual and is directly accessible from the HRS4R website and the University's main homepage.

Professional integration and early-career support are further reinforced through institutional orientation and training practices. Newly recruited teaching and research staff participate in dedicated welcome and orientation activities presenting institutional policies, research services and academic resources. For doctoral (R1) researchers, the Doctoral School offers a structured programme of cross-disciplinary training covering research organisation, project development, communication and dissemination, career guidance and knowledge transfer. These activities are systematically documented, supporting traceability and continuous improvement.

UJA has also made significant progress in embedding outreach and public engagement within its professional culture. Participation in dissemination and engagement activities is formally recognised within institutional incentive schemes and recruitment evaluation frameworks for both academic staff and project-funded researchers. Recruitment and appraisal regulations explicitly acknowledge outreach, knowledge transfer and the organisation of R&D&I activities as relevant merits. Researchers are actively encouraged to participate in major public engagement initiatives such as Science Week and the European Researchers' Night.

Institutional awareness and ownership of the HRS4R process constitute another consolidated strength. Governance structures have evolved towards a more integrated and representative model, with dedicated working groups on implementation, recruitment and career development, including representatives from all researcher stages (R1–R4) and relevant services. Oversight is ensured by a Steering Committee that monitors progress and alignment with institutional priorities, with explicit endorsement of the HRS4R strategy at the highest governance level.

Finally, the visibility, information and accessibility related to ethical standards, recruitment practices, mobility, career development and training opportunities have been significantly enhanced through the consolidation of the HRS4R web environment. Dedicated sections contribute to transparency and facilitate researchers' access to key institutional resources.

Remarks (max 500 words)

RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION*



Strengths and Weaknesses (Initial Phase)

Strengths

- The job calls that are dependent on UJA are transparent and the professional profiles demanded are adequate for the positions offered. The call for application and deadline is 15 days, and 7 days in case of an urgent call.
- R3 and R4 researchers are recruited by public calls not dependent on the University. R2 researchers recruited by competitive calls follow the norms established by the funded organisms.
- The calls dependent on UJA are:
 - Teaching and research staff. Calls are published including the number of open positions and a comprehensive scoring scale, which includes for example, experience of the researchers in the same research field at the private sector, experience in prestigious research centres or mobility experiences. Candidate selection is performed by a committee whose composition is written at the call's documentation. The admission lists are also published, and a complaints period is established. Finally, the candidate list is published together with the final score obtained
 - Self-funded program. UJA has a norm for the evaluation of R2 researchers recruited by UJA's self-funded programs. UJA's self-funded calls for the recruitment of R1 and R2 researchers include the number of open positions, the selection criteria, and a complaints period. Mobility is included in the scores. Although the procedure does not automatically report the individual scoring of the candidates, the score of each candidate is communicated upon request. The calls are evaluated both internally by an internal evaluation commission, and externally, by the Evaluation and Accreditation Office (DEVA) of the Andalusian Knowledge Agency.
 - Researchers funded by research projects. The call includes the number of open positions, and candidates are evaluated using fixed merits that are valued with a different score according to the position offered. Mobility is included in the scores of the calls the researchers funded by research projects.

All the calls require that only qualifications homologated by the Ministry of Education should be accepted. Although in some instances, non-official qualifications could be provided to justify knowledge of the project.

Weaknesses

- The accepted qualifications should be homologated or accepted in Europe.
- There is not a unique web link that centralises all the calls for researchers. The job calls are not published on EURAXESS, nor are they written in English, and some of them demand foreign researchers to have their residence in Spain.
- Candidate's evaluation for teaching and research staff is based too heavily on teaching and the number of publications, not considering additional issues.
- The career breaks are not included specifically in UJA's scores, but rather are considered by the selection committees. The recruitment of disadvantaged collectives is not favoured in UJA's self-funded programs.
- The merits' scoring of the candidates is not published for the calls for researchers funded by research projects.
- Researchers are not familiar with the possibility of having variations in the chronological order of CVs and postdoctoral appointments.

Strengths and Weaknesses (Interim Assessment)

Strengths

- Calls for vacancies that depend on UJA are transparent and the professional profiles demanded are adequate for the positions offered. A call for application is normally open for 15 days, but it can be reduced to 7 in case of urgency.
- R3 and R4 researchers are recruited by public calls for civil servants. R2 researchers recruited by competitive calls follow the norms established by the funding organisations.
- The calls dependent on UJA are:
 - Teaching and research staff. Calls are published including the number of open positions and a comprehensive scoring scale, which consists in, for example, experience of the researchers in the same research field in the private sector, experience in prestigious research centres or mobility stays. The candidate selection is performed by a committee whose composition is defined in the call documentation. The admission lists are published and a complaints period is established. Finally, the candidate list with the final scores is published.
 - Self-funded programs. UJA has norms for the evaluation of R2 researchers recruited by UJA's self-funded programs. Calls for the recruitment of R1 and R2 researchers include the number of open positions, the selection criteria, and a complaints period. Mobility is included in the scores. At the end of the procedure, the individual scores of all the candidates are reported. Calls are evaluated both internally by an internal evaluation commission, and externally, by the Evaluation and Accreditation Office (DEVA (<http://deva.aac.es/?id=deva>)) of the Andalusian Knowledge Agency.
 - Researchers funded by research projects. Calls include the number of open positions and fixed merits candidates are evaluated against. The fixed merits have a different value depending on the position offered. Mobility is included in the score.
 - UJA also has a specific call for the development of PhD thesis in industries (<http://otri.ujaen.es/es/plan/2022/fomento-transferencia>) and finances 75% of the labour contract for 4 years.

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

Weaknesses

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

- Researchers are not familiar with the possibility of having variations in the chronological order of CVs and postdoctoral appointments.
- The official homologation of titles by the central government and obtaining a VISA are relatively long processes.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Recruitment and selection:

UJA has consolidated a comprehensive set of measures aimed at strengthening recruitment and selection procedures for researchers funded by research projects, ensuring alignment with the principles of Open, Transparent and Merit-Based Recruitment (OTM-R). These measures have enhanced fairness, accessibility and clarity across recruitment processes, while reinforcing the institution's attractiveness for national and international candidates.

Recruitment procedures for research staff are governed by an updated regulatory framework that integrates recent national legislative developments and aligns them with European standards. OTM-R principles are applied consistently across calls for different research profiles. A key reference document is the Guidelines for Applicants for Research Staff Positions at the University of Jaén: A Strategic Approach Based on the Charter and Code and OTM- Principles, which provides a unified description of procedures, evaluation criteria and applicable standards for predoctoral (R1) to R4 staff, project-funded research staff and technical or profiles.

In parallel, the University has carried out internal analytical work to assess and systematise the impact of recent national regulatory changes affecting research staff recruitment. This has resulted in the publication of the book: New Employment Contract Rules for Universities. This analysis has strengthened institutional capacity to align national requirements with European OTM-R standards, supporting a consistent interpretation and homogeneous application of HR excellence in research principles across recruitment procedures.

The continuous improvement of selection criteria constitutes a central strength. Vacancy descriptions have been revised to define less restrictive research profiles, increasing openness and widening the pool of eligible candidates. Evaluation scales have been updated to better reflect the diversity of researchers' contributions, incorporating criteria such as research funding capacity, participation in dissemination and outreach activities and, in cases of equal merit, the consideration of disadvantaged groups. These criteria are applied consistently across research-related contracts.

Regulatory adaptations have also facilitated the recruitment of foreign researchers whose academic degrees have not yet been formally validated by Spanish educational authorities, reducing administrative barriers and supporting international mobility.

Digitalisation has further strengthened transparency and efficiency in recruitment processes. The University has implemented digital tools to manage and evaluate job offers and calls. One platform is fully operational for the management of teaching staff replacement pools, while an additional platform dedicated to research contract positions is currently in a beta-testing phase. This beta-testing phase forms part of a structured institutional deployment process aimed at ensuring full functionality and procedural consistency prior to its definitive roll-out. Together, these tools streamline publication, application and evaluation procedures, reduce administrative burden and improve traceability.

Job offer dissemination has been optimised to maximise visibility. Vacancies are systematically published on EURAXESS in accordance with defined institutional criteria, as well as through the electronic bulletin board and dedicated Human Resources webpages, with access provided via the HRS4R website. Transparency is reinforced through clear communication with candidates, as final evaluation results and scoring are systematically published in official resolutions.

Finally, OTM-R implementation is supported by targeted training activities for administrative staff involved in recruitment procedures, ensuring consistent application of OTM-R standards across the institution.

Remarks (max 500 words)

WORKING CONDITIONS AND PRACTICES*



Strengths and Weaknesses (Initial Phase)

Strengths

- The Spanish law recognises researchers as professionals.

Mobility and internationalisation:

- UJA has an International Projects Office (OFIPI) that promotes and encourages the participation of UJA Research Groups in International Research and Innovation funding programs. The UJA OFIPI provides technical and administrative support in the identification of research opportunities, elaboration of project proposals, partner search or legal and financial advice during the project development phase. UJA has a norm for sabbaticals; there are specific calls to foster the mobility of R1 researchers included within UJA self-funded programs. Except for the self-funded programs, grants could be transferred to other institutions if the funded researcher leaves UJA, attending to the norms described in each call.

Working environment

- UJA has a central research services department and provides calls for the support of research infrastructures to foster its research competitiveness.
- There is an agreement in the Universities of the Andalusian region to set a general plan for work-life balance. UJA has an equality plan, a nursery for UJA's Staff has been opened recently, and teleworking is widely accepted in UJA.

Talent attraction and retention

- UJA fosters, within its capabilities, the stability and permanence of employment. UJA's self-funded programs include the following calls: grants for the co-funding of postdoctoral contracts, grants for the temporary recruitment of postdoctoral researchers, grants to foster the recruitment of excellence research staff to UJA, recruitment of staff that has exceeded 85% of the maximum rating of the Ramón y Cajal call, and finally, special contracts that fund researchers in the time lag between two successive funding calls.

Career orientation

- UJA has a labour integration service. Job orientation is included in the transversal training program for doctorates. In addition to the thesis directors, UJA also provides tutors to R1 researchers. UJA provides a course for novel research leaders for R2 researchers in intranet.

Co-authorship

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

Teaching

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

Complaints

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

Representation

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

Weaknesses

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

Strengths and Weaknesses (Interim Assessment)

Strengths

- The Spanish law recognises researchers as professionals.

Mobility and internationalisation:

- UJA has an International Projects Office (OFIPI (<https://www.ujaen.es/servicios/ofipi/>)) that promotes and encourages the participation of UJA Research Groups in International Research and Innovation funding programs. OFIPI provides technical and administrative support in the identification of research opportunities, elaboration of project proposals, partner search or legal and financial advice during the project development phase.
- UJA fosters mobility of researchers through duly regulated sabbaticals and other calls, especially for R1, funded both by external programmes and UJA, like UJA self-funded Research Support Program (<https://www.ujaen.es/investigacion-y-transferencia/accion-5-ayudas-predoctorales-para-la-formacion-del-personal-investigador-0>) or the Doctorate School (<https://escueladoctorado.ujaen.es/programacion-de-actividades-y-ayudas/solicitud-de-ayudas-de-la-eduja-para-la-realizacion-de>) initiatives. Grants, except for the self-funded programmes, can be transferred to the host institution during the researcher’s stay according to the conditions of each call.
- R1 and R2 can carry out mobility through the Erasmus+ programme available at UJA. The Academic Organisation Plan ([http://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente%202021_22/PLAN%20DEDICACION%20ACADEMICA CG_17_3_21.pdf](http://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente%202021_22/PLAN%20DEDICACION%20ACADEMICA	CG_17_3_21.pdf)) offers incentives to promote stays abroad.

Working environment

- UJA supports research infrastructure through the Research Management Services (<http://www.ujaen.es/servicios/servinv/>) and specific calls to foster research competitiveness.
- UJA has implemented an Agreement on measures to reconcile work, family and personal life (https://www.ujaen.es/servicios/servpod/sites/servicio_servpod/files/uploads/normativa/acuerdos%20conciliacion.pdf), adopted by the public universities in Andalusia, and a Gender Equality Plan (<https://www.ujaen.es/servicios/uigualdad/unidad-de-igualdad/planes-de-igualdad>) (reviewed and updated periodically). Teleworking is possible in specific cases.
- All R1 and R2 are provided with appropriate workspace. They have an office and can freely access seminar rooms, labs and other spaces.

Talent attraction and retention

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

Career orientation

- UJA has a Career Guidance Service (<https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/mentoring-and-careers-guidance>). Job orientation is included in the transversal training program for doctoral students. R1 researchers are assigned not only thesis directors but also tutors. UJA provides an online course to novice R2 research leaders.

Co-authorship

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

Teaching

- The general number of teaching hours assigned to each professional level and possible deductions are documented in the Academic Organisation Plan. R1 and R2 workload is specified in the call. UJA provides teacher training (<https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/teaching-and-research-training>).

Complaints

- A complaint mailbox (<https://administracionelectronica.ujaen.es/node/129>) is available to channel grievances. An Ombudsperson (<https://www.ujaen.es/servicios/defensor/>) mediates settlements in conflicts among research staff and if no settlement is reached, the corresponding vice-rectorate facilitates the solution. R1 researchers and their supervisors sign an official supervision agreement with the PhD director.

Representation

- Academic staff is represented by the Teaching and Research Staff Board (<https://www.ujaen.es/representacion/jppdi/>) and the Work Council (<https://www.ujaen.es/representacion/cempdi/>).

Weaknesses

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

Strengths and Weaknesses (Award Renewal, max 500 words) *

Working conditions:

The University of Jaén has implemented a comprehensive set of measures aimed at improving working conditions and supporting the professional development of its researchers, with particular emphasis on the recognition of academic activity, international mobility opportunities and structured career support mechanisms. These measures reflect an institutional approach that goes beyond contractual conditions, addressing broader aspects of academic engagement, professional recognition and researcher well-being.

A central element of this approach is the institutional framework for the recognition and appreciation of academic activity. UJA has established a structured system to assess and acknowledge faculty contributions, articulated through the Teaching Organisation Plan (POD) and the Academic Dedication Plan (PDA). Within this framework, academic dedication is modulated through objective criteria that take into account a wide range of activities, including research performance, institutional responsibilities, management duties, complementary teaching functions, and outreach activities. These mechanisms enable adjustments in teaching load and, where applicable, financial compensation, ensuring that academic dedication more accurately reflects the diversity of academic contributions beyond classroom teaching.

In parallel, the University has enhanced the accessibility, visibility and clarity of information related to international mobility by reorganising existing institutional resources. As part of the HRS4R implementation, the "Work and Research at UJA" website has been revised to better structure and present information on mobility schemes available for teaching and research staff. This reorganisation facilitates transparency, improves usability and supports researchers' understanding of existing mobility opportunities.

In addition, UJA supports international mobility and academic exchange through participation in external mobility schemes, visiting researcher initiatives and collaborative frameworks developed with international partners, networks and consortia. These mechanisms contribute to fostering international collaboration, enhancing researchers' professional profiles and supporting mobility across different career stages.

Support for early-career researchers is reinforced through a diversified and multi-layered mentoring and career support ecosystem. The University has progressively adopted a complementary approach combining institutional initiatives with participation in recognised national and international mentoring programmes. Structured mentoring initiatives such as "Mentoring con M", developed in collaboration with ASEM, support academic career progression through guidance, peer exchange and role modelling, with particular attention to early- and mid-career stages.

At international level, UJA participates in the IMFAHE (International Mentoring Foundation for the Advancement of Higher Education) mentoring programme, providing researchers with access to experienced international mentors, cross-university networks and specialised career development resources. In parallel, the University actively promotes additional national mentoring schemes through institutional communication channels, ensuring broad awareness of available career support opportunities.

Furthermore, UJA plays an active role within the NEOLAIA European University Alliance, where it contributes to the development of structured mentoring initiatives at alliance level. This multi-level approach strengthens career support pathways and facilitates access to mentoring opportunities across institutional and European contexts.

In summary, the three highlighted areas—recognition of academic activity, mobility and mentoring—demonstrate UJA's broad institutional strategy to promote fair and attractive working conditions, support academic excellence and international engagement, and foster the professional development of researchers across different career stages through a coherent and integrated framework.

Remarks (max 500 words)

RESEARCH CAREERS AND TALENT DEVELOPMENT*



Strengths and Weaknesses (Initial Phase)

Strengths

Supervision

- R1 researchers are supervised by their thesis director and tutor; both figures have accredited research experience. There is a signed compulsory agreement for R1 and their Ph. D supervisor. The R2 researchers are supervised by the department leader. R2 funded by research projects are supervised by the IP of the project.

Training

- UJA has a digital platform for training. UJA has a complete spectrum of training courses. Researchers recruited by research projects could access UJA training courses.

Weaknesses

- Senior scientists are not motivated to follow training courses.
- Training Access is more limited in the Linares Campus than in the Jaen Campus.
- Only supervisors provide career orientation to Junior researchers.

Strengths and Weaknesses (Interim Assessment)

Strengths

Supervision

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

Training

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

Weaknesses

- Senior scientists are not motivated to take training courses.
- Access to training is more limited on the Linares Campus compared to the Jaen Campus.
- Only supervisors provide career orientation to Junior researchers.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Training and development:

The University of Jaén has strengthened access to training and professional development opportunities for its academic, research and technical staff through a progressive diversification of training formats and delivery models.

Historically, a significant proportion of training activities were delivered primarily in face-to-face formats, which limited participation for certain staff profiles depending on availability, workload or location. The experience gained during the COVID-19 pandemic accelerated the transition towards hybrid and fully online training formats, resulting in a structural improvement in accessibility and flexibility across the institution. At present, a large share of training activities is available remotely, facilitating broader participation and supporting continuous professional development for the entire university community.

As part of the HRS4R process, the University has undertaken an internal analysis of training provision, identifying strengths related to digitalisation, inclusiveness and accessibility, while also highlighting the need to further strengthen institutional coordination and coherence in the provision of customizing training activities to different staff groups. This analytical approach reflects the University's capacity for self-assessment and continuous improvement, and has informed the identification of training governance as a priority area to be addressed in the next HRS4R Action Plan.

Overall, these developments demonstrate UJA's commitment to fostering continuous professional development and ensuring fair, transparent and accessible training opportunities for all staff, in line with the principles of the Charter & Code.

Remarks (max 500 words)

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

Given that the HR Excellence in Research Action Plan is a core priority for UJA, its implementation has proceeded without interference from other institutional goals during this period.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Since receiving the HRS4R award, UJA's recruitment system has been influenced by three legislative changes:

- (a) Law 17/2022 of 5 September, which amends Law 14/2011 of 1 June on Science, Technology and Innovation;
- b) Organic Law 2/2023 of 22 March on the University System;
- (c) Royal Decree 1251/2024 of 10 December amending Royal Decree 103/2019 of 1 March approving the Statute of pre-doctoral research personnel in training.

These reforms have reshaped contractual modalities, research career pathways, and evaluation mechanisms, requiring an institutional realignment to ensure full compliance while maintaining the principles of openness, transparency and merit-based recruitment.

In parallel, the operational environment of the University was significantly transformed by the implementation of the Spanish Recovery, Transformation and Resilience Plan (PRTR), financed through the NextGenerationEU / MRR instrument. As outlined in the institutional analyses, the PRTR has introduced a new governance and compliance framework that directly affects research recruitment processes. The mandatory requirements established by Order HFP/1030/2021—such as the systematic use of the "Declaration of Absence of Conflict of Interest" (DACI), reinforced anti-fraud mechanisms, the integration of the "Do No Significant Harm" (DNSH) principle, and the environmental and digital tagging of activities—have required procedural adaptations across all phases of researcher recruitment.

These obligations have strengthened transparency, integrity and traceability, but have also necessitated the redesign of internal workflows, updates to contract templates, the digitalisation of forms, and additional ex ante validations before publishing calls. Moreover, the exceptional volume of PRTR-funded research activities generated a temporary intensification of recruitment demands, requiring greater coordination between research groups, HR services and project management units.

Despite these challenges, UJA has approached this period as an opportunity to enhance institutional robustness. The convergence of national legislative reforms and the PRTR regulatory requirements has accelerated the alignment of HR processes with HR excellence in research, improved the definition of research positions, reinforced impartiality safeguards in selection committees, and strengthened alignment with the Charter & Code principles.

As a result, while the adaptation period between 2022 and the first quarter of 2025 required adjustments to recruitment lead times, it ultimately contributed to embedding higher-quality standards in researcher recruitment and working conditions. This evolving context has been fully integrated into the updated HR Strategy, ensuring that UJA continues to implement the HRS4R in a resilient, compliant and strategically informed manner.

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

At present, there are no strategic decisions under way that would negatively affect, modify, or compromise the implementation of the current HRS4R Action Plan. The institutional context remains stable, and the governance structure supporting the HR Strategy for Researchers is fully consolidated. Nevertheless, two ongoing strategic frameworks—the recently updated Strategic Plan of the University of Jaén and the current Rector's Programme (2023–2029)—provide a favourable environment that reinforces, rather than alters, the direction and sustainability of the Action Plan.

Firstly, the **UJA Strategic Plan**, revised in July 2025, establishes several transversal priorities that align naturally with the core principles of the Charter & Code. Although the document does not explicitly mention the HR Strategy for Researchers, it places strong emphasis on two cross-cutting pillars: **People** and **Internationalisation**. Both axes directly support many of the objectives embedded in the HRS4R, such as improving researcher working conditions, enhancing institutional attractiveness, strengthening international talent recruitment, and promoting career development and mobility. Furthermore, the Strategic Plan foresees the development of a **Master Strategic Plan in 2026**, which will integrate specific institutional policies linked to international standards and certifications. In this context, the HR Excellence in Research Award will be formally incorporated as one of the instruments guiding human resources and research career development policies. Therefore, while no immediate strategic changes are expected, future planning processes will explicitly reinforce and embed the HRS4R approach.

Secondly, the **Rector's Programme (2023–2029)** provides a clear and direct institutional commitment to maintaining and strengthening the HRS4R award throughout the current mandate. The programme includes a dedicated section entitled *"Implementing good practices for research career development"*, which identifies several actions fully aligned with the HRS4R principles. These include:

- Maintaining the HR Excellence in Research Award and promoting UJA's recognition for good practices in recruitment and research career development;
- Developing a **postdoctoral Principal Investigator specialisation plan**, which is directly linked to career progression and researcher development;
- Creating a **welcome service for Principal Investigators**, aimed at facilitating the integration of both national and international researchers;
- Producing a **PI Handbook** to guide early-career researchers through key administrative and professional steps;
- Implementing **training programmes to foster healthy research environments**, with a focus on wellbeing and productivity.

These commitments demonstrate strong political support from the institutional leadership and ensure continuity and coherence with the current Action Plan.

In summary, although no new strategic decisions are expected to alter the Action Plan, the existing institutional strategies—both the Strategic Plan and the Rector's Programme—provide a **stable and highly favourable framework** that strengthens the implementation of the HRS4R and reinforces UJA's long-term commitment to the Charter & Code principles.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

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 https://www.ujaen.es/gobierno/estrategia-hrs4r/en . • Number of attendants to the seminar: about 150. • Number of new researchers joining the IWG: 3 new researchers representing the R1 and R2 groups.
	(+/-) 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&C key lessons. The OTM-R and C&C have been presented to the research community. HR staff adopted the C&C and implemented Open Transparent and Merit-based recruitment processes. 3 New researchers have joined the Implementation Working Group (IWG) representing the R1 and R2 community at UJA.</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: https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8 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: https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</p>

Proposed ACTIONS

Action 2	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
ACTION 2. OFFER AN ORGANISATIONAL STRUCTURE FOR ASSISTANCE IN THE PROFESSIONAL DEVELOPMENT	(-) 17. Variations in the chronological order of CVs (Code)	Coordination: Doctorate School Other units involved: Vice-Rectorate for Knowledge Transfer, Entrepreneurship and Employability	• Map of professional research career options published in a detailed (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Research%20career%20path%20in%20English_0.pdf) and simplified version (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-04/Image%20that%20represents%20the%20content%20of%20this%20website%20in%20the%20different%20sections%20of%20this.png). • Workshops and courses organised for professional career development (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/teaching-and-research-training). • 820 R2 and scholars attended training courses during the last academic course. • 683 graduate and undergraduate students received employment advice during the last academic course. • Indicators on the degree of satisfaction available for every training activity organised by the doctoral programs (20 programs) and with the work of the PhD directors.
	(-) 28. Career development		
	(-/+) 30. Access to career advice		
	(++) 37. Supervision and managerial duties		
	(+/-) 40. Supervision		
Current Status	Remarks		
COMPLETED	<p>[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 [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</p>		

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: https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/mentoring-and-careers-guidance. Mentors are helping and guiding the mentees to develop their research career, as well as other aspects of their personal and professional life. Initially R1 researchers recruited by UJA's self-funded funds and all available R2 have been appointed to these pilot-mentoring activities. This pilot plan will be subject to an intermediate evaluation, before being extended to the remaining junior researchers. [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: https://www.ujaen.es/internacional/plataforma-de-talento-imfahe 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. https://www.ujaen.es/internacional/convocatorias-internacionales/programa-de-mentor-ia-neolaia-esr https://neolaia.ujaen.es/convocatorias/programa-de-mentor-ia-neolaia-esr/ 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. https://www.ivoox.com/semilleros-de-investigacion-audios-mp3_rf_134689409_1.html 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. https://diariodigital.ujaen.es/emprendimiento-y-empleabilidad/la-universidad-de-jaen-y-asem-lanzan-mentoring-con-m-un-programa 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. https://www.euraxess.es/spain/rebeca-mentoring-programme 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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing</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">• Appreciation plan published here: https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf.• Number of evaluated researchers (applicable to all research & teaching staff at UJA).
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: https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf [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): https://www.ujaen.es/gobierno/vicord/ordenacion-academica/criterios-pod-pda-y-calendarios • Personal Academic Dedication Coefficient: https://www.ujaen.es/gobierno/vicord/ordenacion-academica/coeficiente-personal-de-dedicacion-academica INDICATORS • Appreciation plan published: Achieved • Number of evaluated researchers: Applicable to all research and teaching staff at UJA Evidence of actions: https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJJuOC?usp=sharing</p>		

Proposed ACTIONS

Action 5			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	GAP Principle(s)				
	(+/-) 11. Evaluation/appraisal systems				
	(+/-) 34. Complains/ appeals	Q2 2020	Coordination: 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		[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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing			

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: https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing		

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	• Website updated and available here: https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility . • 154 visits to the website https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/international-mobility (updated 1 July 2022). • Three meetings have been conducted so far to inform about the possibilities offered by UJA for research career development. Over 35 researchers at different stages of their career attended. • 12.5% of UJA undergraduate and postgraduate students come from foreign countries and it receives about 600 international mobility students per year.
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: https://www.ujaen.es/gobierno/estrategia-hrs4r/en [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. https://www.ujaen.es/gobierno/estrategia-hrs4r/apoyo-al-desarrollo-de-la-carrera-investigadora 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. https://www.ujaen.es/internacional/personal-uja/internacionalizacion-en-casa 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. https://www.ujaen.es/internacional/personal-uja/staff-weeks-y-jornadas-formativas/curso-de-formacion-de-coordinadores-de-movilidad https://www.ujaen.es/internacional/semana-de-la-movilidad-internacional-diciembre-2025 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 • Mobility webpage updated: Achieved • More than 154 visits to the mobility webpage • More than three information meetings organised on research career development and mobility opportunities, with participation of over 25 researchers at different career stages • 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) Evidence of actions: https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</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"> • Inclusion of outreach in the appreciation plan (https://www.ujaen.es/gobierno/secord/sites/gobierno_secord/files/uploads/plan_docente2022_23/PLAN%20DEDICACION%20ACADEMICA_Rev_2022%20CG%2024_3_22.pdf). • Inclusion of outreach in the evaluation scales. • 380 researchers participated in outreach activities from June 2021 to June 2022.
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&D&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. https://escueladoctorado.ujaen.es/actividades-de-formacion-transversal 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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</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		Coordination: Vice-Rectorate for Research Other units involved: Vice-Rectorate for Faculty and Academic Management	• Use of new modified scales in calls. • All the new calls are accepted in compliance with the new selection criteria.
	(+/-) 13. Recruitment (Code)			
	(-/+) 16. Judging merit (Code)			
(--) 17. Variations in the chronological order of CVs (Code)	Q2 2020			
(++) 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: https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing			

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 Other units involved: Vice-Rectorate for Faculty and Academic Management	• 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)			
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] The job offers (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/other-employment-opportunities) for researchers have been centralised on one single website, divided in terms of the professional profile. See the different profiles at https://www.ujaen.es/gobierno/estrategia-hrs4r/en. All UJA offers for researchers are being published in an open centralised website. All R2 researchers recruited by research projects are receiving feedback about the evaluation process. [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: https://www.ujaen.es/gobierno/estrategia-hrs4r/desarrollo-profesional-docente-e-investigador 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: https://euraxess.ec.europa.eu/jobs/search?f%5B0%5D=keywords%3AUniversidad%20de%20Jaen&f%5B1%5D=offer_type%3Ajob_offer 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: https://drive.google.com/drive/folders/1PPx695Gcsvphn3rs9oGsaxO3O5YJjuOC?usp=sharing</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.	GAP Principle(s)			
	(+/-) 12. Recruitment			
	(+/-) 13. Recruitment (Code)			
	(++) 14. Selection (Code)			
	(+/-) 15. Transparency (Code)		Coordination: Vice-Rectorate for Research	• UJA calls are compliant with OTM-R (as it is stated at https://www.ujaen.es/gobierno/estrategia-hrs4r/en) and in the endorsement letter (https://www.ujaen.es/investigacion-y-transferencia/sites/segundonivel_investigacion_y_transferencia/files/uploads/2018%2025%20octubre%20(Endorsement%20University%20of%20Ja%C3%A9n%20-%20Spain%20HRS4R%20-%20Rector.pdf)). • Selection and Recruiting OTM-R guide published. • 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 (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff) and in a downloadable guide (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2021-11/Pre-Arrival%20guide%20for%20foreign%20researchers%20.pdf). • Compliance with the EFQM indicators. UJA has the excellence seal EFQM 500+ (https://diariodigital.ujaen.es/institucional/la-universidad-de-jaen-renueva-el-sello-de-excelencia-europea-efqm-500-de-su-sistema). • UJA has an Integrated Quality Management System for its services and units (https://www.ujaen.es/gobierno/sigcsua/).
	(-/+) 16. Judging merit (Code)	Q1 2022	Other units involved: Vice-Rectorate for Faculty and Academic Management	
	(--) 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	<p>[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 (https://www.hazfundacion.org/rankings-de-transparencia/sector/universidades/2019). Merit based recruitment processes are ensured by the National Law Estatuto Básico del Empleado Público (https://www.boe.es/eli/es/l/2007/04/12/7/con). [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: https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8 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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</p>			

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"> • Updated ethical/bioethical committees (https://www.ujaen.es/gobierno/vicinv/comision-de-etica/comite-de-etica-en-investigacion-con-organismos-modificados-geneticamente-y). • Research ethics/bioethics rules manual updated and published online in Spanish and English (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Code%20of%20good%20practices%20in%20research%20UJA_0.pdf).
Current Status	Remarks		
COMPLETED	<p>[FROM INTERNAL REVIEW 2022] Updated ethical/bioethical committee. Information available at https://www.ujaen.es/gobierno/vicinv/comision-de-etica. Updated research ethics/bioethics rules manual published online in Spanish and English. Available at https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Code%20of%20good%20practices%20in%20research%20UJA_0.pdf. [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: https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8 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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing</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 https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff . A pre-arrival downloadable guide (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2021-11/Pre-Arrival%20guide%20for%20foreign%20researchers%20.pdf) is available at the HRS4R website (https://www.ujaen.es/gobierno/estrategia-hrs4r/en/teacher-and-researcher-professional-development/welcome-and-support-incoming-staff). 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. https://www.ujaen.es/gobierno/estrategia-hrs4r/ 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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJJuOC?usp=sharing	

Proposed ACTIONS

Action 14	GAP Principle(s)	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.	(++) 5. Contractual and legal obligations	Q1, Q2 2020	Coordination: Vice-Rectorate for Research Other units involved: Doctorate school, Vice-Rectorate for Faculty and Academic Management, Vice-Rectorate for Coordination and Teaching Quality	• Welcome Manual published online. • 81 doctoral students and 40 R2, R3 and R4 were introduced to the welcome manual website and received relevant information for the research career development like employment and professional advice, opportunities for funding and international mobility, etc. • 100% newcomers receive the welcome manual.
	(++) 7. Good practice in research			
	(+/-) 9. Public engagement			
	(++) 24. Working conditions			
	(-) 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 https://www.ujaen.es/gobierno/estrategia-hrs4r/en . A University of Jaén Code of Good Practice in Research is also available (https://www.ujaen.es/gobierno/estrategia-hrs4r/sites/gobierno_estrategia-hrs4r/files/uploads/node_seccion_de_micrositio/2022-03/Code%20of%20good%20practices%20in%20research%20UJA_0.pdf) and it will progressively include all the information concerning the procedures, rules, policies, guidelines, handbooks and resources available for the correct development of the research career at UJA. Training courses for newcomers will be designed for predocs, postdocs and other researchers. [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. https://www.ujaen.es/gobierno/estrategia-hrs4r/ 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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing			

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&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: https://drive.google.com/drive/folders/1PPx695Gcsvgphn3rs9oGsaxO3O5YJjuOC?usp=sharing</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 https://www.ujaen.es/servicios/servpod/bolsa-de-sustitucion-pdi 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	GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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	(--) 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"> • Vice-Rectorate for Research and Knowledge Transfer • Vice-Rectorate of Internationalization • Personnel (HR) service 	<ul style="list-style-type: none"> • 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]
(++) 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	GAP Principle(s)		Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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	(--) 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"> • Vice-Rectorate for Strategy and Digital University • Vice-Rectorate for Research and Knowledge Transfer • Vice-Rectorate for Teaching and Research Staff 	<ul style="list-style-type: none"> • 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]
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>)

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress.

Comments on the implementation of the OTM-R principles (Initial Phase)

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

The provision of guidelines, which set out clear procedures and practices, are addressed by the actions 9, 10 and 11.

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

The main actions that will be implemented to address the OTM-R principles will be “**A6 IMPROVE GENERAL OTMR PROCEDURES**” and “**A7 IMPLEMENT AND TRAIN ON OTMR PROCEDURES**”, to be implemented by the University Management, which will include the C&C principles and:

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

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

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

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

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Since the HR Excellence award was granted, UJA has substantially updated its recruitment system to align with major legislative reforms (Law 17/2022, Organic Law 2/2023 and RD 1251/2024). These changes required adjustments to contractual modalities, research career pathways and evaluation procedures. To ensure coherence and transparency, UJA developed the Guidelines for Applicants for Research Staff Positions, which consolidate the procedures for all research profiles following OTM-R and HRS4R principles.

The implementation of the PRTR (NextGenerationEU/MRR) further strengthened integrity and transparency by introducing DACI forms, anti-fraud protocols, DNSH requirements and digital/ environmental tagging. These elements are now fully integrated into recruitment workflows, improving traceability and procedural robustness.

Progress on OTM-R-related actions includes:

- Action 5: Reinforcement of complaint/appeal mechanisms in contracts and resolutions; issuance of certificates of participation for researchers; advancement towards including competences acquired during contracts.
 - Action 9: Updated selection criteria incorporating broader profiles, positive consideration for disadvantaged groups, fundraising and outreach activities; consistent application across research positions.
 - Action 10: Systematic publication of positions ≥12 months or EU-funded on EURAXESS; centralisation of job postings on institutional websites; provision of detailed scoring feedback to applicants.
 - Action 11: Development and publication of four OTM-R guides for R1–R4 and technical profiles; delivery of three OTM-R training seminars; integration of guidance into new contracts.
 - Action 15: Updating and publication of all labour regulations for research and teaching staff (including English versions) and creation of the "Política OTMR en la UJA" web section; leadership in producing a national reference book on new university recruitment rules.
- Overall, the convergence of legislative reforms, PRTR requirements and UJA's internal strategy has reinforced openness, transparency and merit-based recruitment. OTM-R processes are now more standardised, accessible and aligned with the Charter & Code principles, contributing to higher institutional reliability and a more attractive research environment.

Please be aware that your OTM-R policy should be ‘embedded’ into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation’s website.

4. Implementation process

General overview of the implementation process: (max. 1000 words)

The implementation of the HRS4R Action Plan at the University of Jaén has been carried out in a structured and progressive manner, supported by clear governance mechanisms and regular monitoring. Overall, the Action Plan has been almost fully implemented, reflecting a high level of institutional commitment and capacity for execution.

Out of the sixteen actions included in the plan, fifteen have been fully implemented. These actions cover a broad range of areas aligned with the Charter & Code, including awareness-raising and governance (Actions 1 and 2), researcher support and career development (Actions 3 and 4), recruitment and selection procedures (Actions 5, 9, 10 and 11), training and professional development (Actions 6 and 7), outreach and engagement (Action 8), ethical and professional standards (Action 12), and welcome and integration measures for researchers (Actions 13 and 14). The implementation of these actions has resulted in the consolidation of institutional frameworks, the formalisation of procedures and the improved visibility and accessibility of key information for researchers.

Action 15, focused on the development of updated labour regulations for researchers hired through research projects, has also been completed and has contributed to strengthening alignment with national regulatory developments and OTM-R principles.

One action (Action 16: development of a digital platform to manage and evaluate job offers and calls) remains in progress. This action has followed a phased implementation approach. While the platform used to manage teaching and research staff replacement pools is already fully operational, the specific module dedicated to research contract positions is currently in a testing phase. This cautious approach has been adopted to ensure technical robustness, data protection and procedural reliability prior to full deployment.

Throughout the implementation period, progress has been monitored through a reinforced HRS4R governance structure. Strategic oversight has been ensured by the Steering Committee, while operational coordination and follow-up have been carried out through a strengthened HRS Working Group and specialised thematic working groups addressing recruitment (OTM-R) and researcher welcome and career development. This governance framework has enabled regular monitoring, cross-unit coordination and timely decision-making throughout the implementation of the Action Plan.

Overall, the implementation process demonstrates the University of Jaén’s capacity to translate strategic commitments into concrete actions, to complete the vast majority of planned measures, and to manage more complex actions through staged and controlled implementation.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note:Click on each question of the checklist to open the editor.

How have you prepared the internal review?*

Detailed description and duly justification (max. 500 words)

The internal review has been prepared through a structured, evidence-based and participatory process aligned with the HRS4R guidelines. Several complementary sources and validation mechanisms were used to ensure a robust assessment of progress and the institutional embedding of the HR Strategy for Researchers.

First, the 40 principles of the Charter & Code, together with the initial gap analysis and the Action Plan approved during the application phase, were used as reference points to assess progress, verify institutional alignment and identify areas requiring further development.

Second, the implementation plan for the three-year period provided the framework for monitoring the status of each action. Regular follow-up meetings were held within the three specialised Working Groups —the HRS4R Implementation WG, the Recruitment (OTM-R) WG, and the Welcome & Career Development WG— each of which reviewed the execution of the actions under its remit, confirmed milestones and validated any required adjustments.

Third, structured feedback was collected from all HRS4R-related working groups and relevant institutional units. This process allowed the institution to integrate perspectives from different research profiles, support services and governance structures, ensuring that the internal review reflected the actual use and impact of the HR Strategy across the organisation.

Fourth, a comprehensive institutional scan was carried out to review activities related to researchers that were not previously monitored within the HRS4R framework. This was done with a dual purpose: (i) to identify and gather evidence of initiatives implemented during the previous period, and (ii) to incorporate these activities into the HRS4R monitoring system, demonstrating that the Strategy is now embedded in institutional processes and informing the definition of new actions for the 2026–2028 cycle.

Fifth, all evidence related to the previous implementation period was systematically collected, verified and consolidated. This included procedures, attendance records, communication materials, institutional statistics, training data, OTM-R documentation and supporting indicators. The process has allowed the institution to build a stable repository to support future monitoring and review exercises.

As a result of these activities, the institution has been able to accurately evaluate the level of implementation of the C&C principles, confirm the completion status of the planned actions, and generate updated indicators and evidence that support the preparation of the new Action Plan.

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

Detailed description and duly justification (max. 500 words)

The involvement of the research community and key institutional stakeholders has been ensured through complementary mechanisms integrated into the governance and operational implementation of the HRS4R.

First, the University established three specialised Working Groups —the HRS4R Implementation WG, the Recruitment (OTM-R) WG, and the Welcome & Career Development WG— composed of representatives from R1, R2, R3 and R4 researchers, as well as administrative and technical staff directly involved in research support, human resources and international mobility. Members were selected through open calls for R1 and R2 profiles and through institutional nomination for other categories, ensuring broad participation and representation across research areas and career stages. These groups have played a central role in monitoring actions, providing feedback, validating progress and contributing to the internal review.

Second, the research community has been engaged through regular information sessions, online briefings and seminars designed to disseminate updates on the HRS4R Strategy, explain ongoing actions and promote awareness of Charter & Code principles. These activities were open to all staff and researchers and were particularly targeted at early-career researchers and research support units. A selection of recorded sessions from the first implementation period is available at: <https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8> (<https://tv.ujaen.es/series/672dd66ab1c5d300e04e1ee8>)

These sessions also attracted the interest of the *Red de Oficinas Europeas de la CRUE*, which positively valued the approach adopted by the University. This external acknowledgment has reinforced institutional engagement and contributed to wider visibility of the HRS4R initiative.

Third, the University has progressively strengthened the alignment between the HRS4R and its institutional strategies to ensure the engagement of senior stakeholders and embed the Strategy into organisational decision-making. As detailed in the previous section, the updated UJA Strategic Plan (July 2025) includes transversal axes on People and Internationalisation that reinforce key Charter & Code dimensions. Furthermore, the forthcoming Plan Director (Master Strategic Plan) explicitly incorporates the HR Excellence in Research Award as a guiding framework for policies related to research careers and recruitment. This alignment has facilitated active involvement from institutional leaders and service managers.

In addition, the Rector's Programme (2023–2029) provides strong political endorsement for the HRS4R and includes actions directly linked to researcher careers, mobility and development. The shift of HRS4R coordination to the Vice-Rectorate for Research and Knowledge Transfer has further enhanced stakeholder engagement by placing the Strategy under the management area responsible for research staff, recruitment, internationalisation and talent development.

Finally, visibility and continuous engagement have been promoted through institutional communication measures, including redesigning the research-related website, highlighting the HR Excellence in Research Award, integrating HRS4R information across multiple support services, and adding the HRS4R logo to the email signature of Research Management Service staff.

Through this multi-layered approach —governance participation, open communication, institutional alignment and increased visibility— the University has ensured the active involvement of the research community and key stakeholders throughout the implementation process.

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



Detailed description and duly justification (max. 500 words)

Following the strong commitment of the newly appointed UJA Executive Team to reinforce the Human Resources Strategy for Researchers, the governance structure of HRS4R has been significantly strengthened and professionalised. This evolution responds to the institutional decision to ensure a clearer division of responsibilities, increased effectiveness in implementation, and full alignment with the requirements of the European Charter for Researchers and the HRS4R Guidelines.

At the strategic level, the **Steering Committee** is composed of the Rector and all Vice-Rectors. This body meets weekly for institutional governance matters. In relation to HRS4R, the Steering Committee convenes **at the request of the Coordinator of the HRS4R Strategy** (the **Vice-Rector for Research and Knowledge Transfer**) to validate progress, endorse decisions and ensure institutional alignment. This guarantees high-level embedding of the HRS4R process.

At the operational level, UJA has established a strengthened **HRS Working Group (HRS-WG)**, coordinated by **Emilio Muñoz Cerón**, Director of the International Projects Office (OFIPI). The HRS-WG is responsible for the **overall coordination of the Award**, monitoring indicators, ensuring coherence across groups and implementing the transversal actions of the Action Plan.

Two specialised working groups operate under the supervision of the HRS-WG:

- The **Recruitment (OTM-R) Working Group**, coordinated by **Juan Miguel Cruz Lendínez**, Head of the Research Management Service, focuses on all matters related to transparent, merit-based recruitment and selection processes.
- The **Welcome and Career Development Working Group**, co-coordinated by **Emilio Muñoz Cerón** and **Beatriz Valverde Jiménez**, Director of the Secretariat for European Universities and responsible for the UJA Welcome Center, addresses researcher onboarding, welcome services, training, mentoring and career development initiatives.

Together, these bodies form a **coherent and functionally robust governance system** that ensures regular monitoring, cross-unit coordination, involvement of researchers across all career stages, and the long-term embedding of HRS4R principles into UJA's institutional practices

The composition of the HRS4R governance and working groups is dynamic and reflects institutional needs. Up-to-date information on the members and profiles involved can be consulted on the University's main HRS4R webpage, under "HRS4R Strategy at UJA".

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy*



Detailed description and duly justification (max. 500 words)

There is a clear and increasing alignment between the organisation's internal policies and the HRS4R. As mentioned in the previous section, the updated UJA Strategic Plan (July 2025) establishes two strategic transversal axes—**People** and **Internationalisation**—which reinforce several core dimensions of the Charter & Code, such as researcher working conditions, talent attraction, mobility and professional development.

A major step forward is the drafting of the new **Plan Director (Master Strategic Plan)**, currently under development and explicitly grounded in the Strategic Plan. This forthcoming Plan Director **includes a direct and explicit reference to the HR Excellence in Research Award**, which will become one of the guiding frameworks for human resources policies related to research careers and recruitment. This inclusion marks a significant milestone in embedding the HRS4R into the university's long-term institutional governance.

Additionally, the **Rector's Programme (2023–2029)** provides strong political support to the HRS4R. It explicitly commits to maintaining and strengthening the HR Excellence in Research Award and includes several actions fully aligned with Charter & Code principles, such as establishing a postdoctoral PI specialisation plan, creating a welcome service for new PIs, developing a PI Handbook, and promoting training initiatives focused on healthy and productive research environments.

Another relevant development is the **change in the internal governance of the HRS4R**. Responsibility for coordinating and steering the HR Excellence in Research Award now lies with the **Vice-Rectorate for Research and Knowledge Transfer**, whereas in the previous cycle it was located under the Vice-Rectorate for Strategy. This shift is considered a **strength**, as it places the leadership of the HRS4R directly within the area that manages research policies, researcher support structures, recruitment of research staff, and international career development. This enhances coherence, operational capacity and alignment between the HRS4R and the university's core research mission.

At the operational level, the University has also reinforced institutional visibility and integration of the HRS4R. The institutional website has been redesigned to highlight the award, and the HRS4R logo has been incorporated into the official email signature of all Research Management Service staff, increasing daily visibility and reinforcing a culture consistent with open, transparent and merit-based recruitment.

Overall, while the HRS4R does not yet appear as a named chapter in the current Strategic Plan, the University has progressively aligned its political, managerial and operational policies with it. The explicit inclusion of the HRS4R in the forthcoming Plan Director, the strengthened governance structure, and increased visibility demonstrate that the HRS4R is now fully embedded in the organisation's planning and decision-making structures.

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



Detailed description and duly justification (max. 500 words)

The University has established a coordinated and strengthened governance structure specifically designed to ensure the effective implementation, monitoring and follow-up of the proposed HRS4R actions. The overall leadership of the HR Excellence in Research Award lies with the **Vice-Rectorate for Research and Knowledge Transfer**, ensuring direct alignment with recruitment, research careers and the services that interact daily with researchers. This represents a significant improvement compared to the previous cycle, as the HRS4R is now steered from the area directly responsible for research activity and researcher support.

To reinforce institutional embedding, the **Vice-Rectorate for Planning and Strategy** provides transversal oversight, ensuring that progress is monitored within the broader framework of the UJA Strategic Plan and the forthcoming Plan Director, where the HRS4R is explicitly included. This dual governance model strengthens continuity, accountability and strategic coherence.

At the highest level, the **Steering Committee**, composed of the Rector and all Vice-Rectors, meets weekly for institutional governance and convenes specifically on HRS4R matters at the request of the Coordinator. It validates progress, endorses key decisions and adopts corrective measures when necessary, thus guaranteeing strong political commitment and rapid response capacity.

At the operational level, implementation is coordinated by the **HRS Working Group (HRS-WG)**, led by the Director of the International Projects Office (OFIPI). The HRS-WG ensures technical coordination, coherence across units and monitoring of indicators. Two specialised working groups operate under its supervision: the **Recruitment (OTM-R) Working Group**, led by the Research Management Service, and the **Welcome and Career Development Working Group**, co-led by OFIPI and the Welcome Centre. Together, they implement the actions related to recruitment, onboarding, training and career development.

These interconnected bodies ensure regular monitoring, cross-unit coordination, allocation of responsibilities, and continuous follow-up of milestones and indicators. Deviations or resource needs identified by any working group are reported to the Steering Committee for resolution.

Finally, the University ensures **systematic documentation**—action logs, meeting minutes, progress tracking updates—which supports internal continuity and facilitates the mandatory Internal Review stages required by the HRS4R. **This structured yet pragmatic governance model guarantees that actions are implemented effectively, monitored consistently and adjusted when needed.**

This governance system—strategic, managerial and operational—ensures that the proposed actions are implemented effectively, monitored consistently, and fully embedded in the institution’s decision-making structures.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

Following the interim assessment in October 2022, the University acknowledged the evaluators’ key recommendation that the HRS4R was “not sufficiently embedded within the organisation”. This observation was explicitly incorporated into the **electoral programme of the new Rectoral Team elected in mid-2023**, which committed to strengthening governance, visibility and institutional ownership of the HRS4R. As a result, there was a natural transition period between late 2022 and 2023, during which no systematic evidence was generated by the previous administration.

The reactivation of the monitoring process began in **January 2024**, when the newly appointed Vice-Rectorate for Research and Knowledge Transfer initiated coordination meetings with the relevant services to rebuild the implementation timeline, update responsibilities and design a more robust monitoring system fully aligned with the evaluators’ feedback.

In 2025, the University formalised this approach through the creation of **new thematic working groups**, ensuring structured monitoring and clear allocation of responsibilities. Since then, these groups meet regularly (at least twice per year), and **all meetings are recorded**, ensuring full traceability of decisions and progress.

A major improvement introduced during this cycle is the establishment of a **shared institutional workspace in Google Drive**, accessible to all units involved. This space hosts minutes, evidence, timelines, task tracking, and proposals for new actions, ensuring continuity despite potential organisational changes. Its shared nature directly addresses the 2022 criticism by ensuring that HRS4R information is no longer dependent on individuals but embedded in institutional systems.

In parallel, the University has implemented a **project-management software platform**, which centralises all HRS4R actions in a Kanban-style board (Open, In Progress, Completed, Closed). Each action includes sub-tasks, deadlines, responsible units, tags and stored evidence. This provides real-time monitoring, facilitates coordination across working groups and offers a clear overview of progress.

Together, these mechanisms—reactivated governance, regular meetings, recorded evidence, a shared institutional workspace and a centralised project-management tool—ensure consistent monitoring, transparency and long-term institutional embedding of the HRS4R. Importantly, the new shared unit structure prevents the disruptions observed during previous administrative transitions, ensuring resilience and sustainability of the process.

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

A living internal document compiling the timeline of HRS4R-related meetings is maintained and regularly updated, with access provided through institutional coordination tools to support transparency and traceability.

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

Detailed description and duly justification (max. 500 words)

The progress of the HRS4R implementation will be monitored through a structured internal quality-assurance mechanism aligned with the governance model recently updated in the organisation. Progress will be assessed using the indicators defined in the Action Plan, which will be reviewed periodically to verify their consistency with the Charter & Code principles and with institutional policies.

The internal follow-up will be coordinated by the person responsible for the HRS4R within the **Vice-Rectorate for Research and Knowledge Transfer**, which now leads the institutional governance of the HR Excellence in Research Award. This positioning reinforces the alignment between the HRS4R and the university's research policy, researcher support structures, recruitment processes and international career development.

In addition, the **Vice-Rectorate for Planning and Strategy** ensures transversal oversight so that the progress of the HRS4R remains integrated within the broader strategic framework of the University, including the current Strategic Plan and the forthcoming *Plan Director*, both of which explicitly incorporate the HRS4R. This dual governance model strengthens institutional embedding, continuity and strategic coherence.

Progress will be monitored through the following mechanisms:

- **Periodic verification of indicators** associated with each action, ensuring their alignment with the implementation commitments.
- **Follow-up of strategic advancement**, analysing milestones achieved and deviations requiring corrective measures.
- **Review of activity evidence**, including documentation generated through regular institutional processes (reports generated by units, participation records, internal QA documents, etc.).
- **Quality-compliance checks** in line with internal regulations and the Charter & Code principles.

The outcomes of this continuous monitoring will be synthesised and **presented periodically to the Steering Committee** to facilitate decision-making, guarantee strategic coherence and ensure institutional ownership of the process. These interactions will take the form of structured presentations integrated within the regular governance calendar, rather than formal reporting obligations.

This approach ensures that the institution maintains a robust and dynamic monitoring system that allows the timely detection of needs, supports evidence-based decision-making, and guarantees that the HRS4R remains fully embedded in the organisation's strategy in view of the next assessment.

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

Detailed description and duly justification (max. 500 words)

The institution will adopt a structured and coordinated approach to ensure a smooth and transparent preparation for the external review. The process will rely on the following pillars:

1. **Use of EURAXESS official guidance**
The institution will base its preparation on the updated templates, documents and methodological guidance provided by EURAXESS and the European Commission, ensuring full alignment with the expectations of the renewal phase.
2. **Strong coordination among the main governance bodies**
The Steering Committee and the Implementation Working Group will hold dedicated preparatory meetings to review progress, consolidate key messages, and ensure coherence across all internal stakeholders participating in the external review.
3. **Comprehensive revision of the Action Plan and the narrative**
All actions included in the Action Plan will be reviewed internally to confirm their status, responsibilities, timeline and alignment with the institutional HR strategy for researchers. This exercise will allow the institution to prepare a consistent narrative and ensure clarity when presenting achievements and ongoing commitments.
4. **Preparation sessions ahead of the site visit**
Internal preparatory sessions will be organised with all groups involved in the site visit to ensure a coordinated and confident presentation of the institution's progress. These sessions will help anticipate potential questions from the assessors, harmonise responses and ensure a clear understanding of the institutional strategy linked to the Charter & Code principles.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)