

# **UVIC-UCC – HRS4R Improved Action Plan**

European Charter  
for Researchers  
and the Code of Conduct  
for the Recruitment  
of Researchers



# Table of Contents

<b>1. Organisational information</b>	3
1.1. Organisational Profile	4
1.2. Key figures of the organization	4
<b>2. Strengths and weaknesses of the current practice</b>	5
2.1. Ethical and Professional aspects	6
2.2. Recruitment and Selection	7
2.3. Working Conditions and Social Security	8
2.4. Training and Development	9
2.5. Observations	9
<b>3. Review of the actions of the Action Plan (2024-2026)</b>	12
3.1. Actions defined in the initial Action Plan	13
3.2. Incorporation of new sub-actions into the actions already defined (internal review 2020)	23
3.3. Incorporation of new sub-actions into the actions already defined (internal review for renewal assessment 2024)	25
3.4. New actions (internal review 2020)	29
3.5. New actions (internal review for renewal assessment 2024)	31
3.6. Improved Action Plan	35
3.7. Timing Action Plan 2024-2026	39
3.8. Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)	42
<b>4. Implementation</b>	43
<b>5. Annex 1. OTM-R Checklist</b>	48

# 1. Organisational information



## 1.1. Organisational Profile

The UVic-UCC is a young university, officially recognized in May 1997. It is governed by the Balmes University Foundation, whose Board of Trustees comprises representatives of regional and local government bodies, economic and social agents. This combined model of independent management and public control guarantees flexible, accountable and efficient government.

The academic model is student-centred, fostering personal growth in the context of European values and comprehensive life wide education.

In terms of transparency, UVic-UCC has been ranked as the most transparent Spanish HE institution, either public or private, which endorses its full commitment to attain completely Open, Transparent, Merit-Based recruitment policies.

## 1.2. Key figures of the organization

Staff & Students	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	669
Of whom are international (i.e. foreign nationality)	83
Of whom are externally funded (i.e. for whom the organisation is host organisation)	28
Of whom are women	324
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	237
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	47
Of whom are stage R1 = in most organisations corresponding with doctoral level	349
Total number of students (if relevant)	5337
Total number of staff (including management, administrative, teaching and research staff)	1338
Research Funding	
Total annual organisational budget	41,729.,76 €
Annual organisational direct government funding (designated for research)	2,101,447.45€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3,556.,95.26€
Annual funding from private, non-government sources, designated for research	650999.08€

## **2. Strengths and weaknesses of the current practice**



## 2.1. Ethical and Professional aspects

### Strengths and Weaknesses

In 2018, the Gap Analysis process revealed that the following principles needed to be reinforced: “8. Dissemination and exploitation of results”, “9. Public Engagement”, and “11. Evaluation and appraisal systems”. Subsequently, a survey sent to all PDI (teaching and research staff) in 2020, in order to prepare for internal evaluation, still showed some gaps. Consequently, actions and policies were undertaken in relation to ethical and professional aspects of the excellence strategy in human resources. The ensuing action plan included a series of actions intended to fill in those gaps. They are in different stages of implementation.

Regarding action A1. “Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4), any others needed”, an ambitious formative plan has been deployed, including over 100 training activities in the last three years, related to such topics as impact of research, internationalization, professional guidance, evaluation and appraisal systems. This plan will be maintained in the next years.

Action A3. “Development of a policy to promote technology and a regulation for business-creation” has been extended and is being actively promoted. More specifically, in sub-action SA3.1. “Development of a policy to promote technology in order to make the most of the research results”, analysis actions have been undertaken. Besides, new incentive measures for the teaching and research staff (PDI) are being developed. For the following period, the following actions are being developed: first, the revision and update of the regulation of Intellectual property and the sub-action SA3.2. “Approval of a regulation for business creation”.

Between January and February 2023, two focus groups were held, in order to continue to study the perceptions of the research community of our institution in relation to the weaknesses and strengths of the ethical and professional principles. The qualitative responses of the focus groups can be summed up in the following requirements:

- More support in scientific dissemination tasks.
- More support in the exploitation of results.
- Need for training in intellectual property issues.

In this sense, the following principles continue to appear as weak points: “8. Dissemination and exploitation of results”, “9. Public Engagement” and “11. Evaluation and assessment systems”.

For this reason, in the action plan that we propose for the next 3 years we have incorporated new actions to continue responding to these principles: SA3.3 “Definition of a Strategic Plan for the Knowledge Transfer Office (OTC)”; SA9.2 “Implementation of the research communication plan; A13 Policy for the promotion of Open Access (open publications and open data)”, and A14. “Action plan for the deployment of COARA principles”.

New sub-actions have also been incorporated to reinforce action A1. “Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4), any others needed”, and action A2 “Improvement in supervision process between doctoral students and supervisors”.

## 2.2. Recruitment and Selection

### Strengths and Weaknesses

As mentioned above, in order to study the perceptions of our research community relation to ethical and professional principles, two focus group discussions were held in 2023, which included their perceptions on recruitment and selection. The qualitative responses of the focus groups can be summed up in the following requirements:

- More support is needed at the moment of joining the institution.
- Creation of a virtual reception area.
- Developing the figure of the mentor.

Therefore, the current recruitment and selection procedures have been developed and improved to ensure that all the steps involved are aligned with the HRS4R Code of Conduct and take into consideration all the points detailed in the OTM-R checklist.

In terms of Open recruitment policies, all the permanent positions are published both in the institutional site for Human Resources (Join Our Team (<https://www.uvic.cat/en/work-with-us>)) and in Euraxess.

Dissemination of new positions through other platforms is encouraged, although we still lack a specific strategy to ensure that information consistently reaches the most qualified candidates in specific fields. The next step is to design better guidelines for the writing of new positions and dissemination through generic and specialized channels. In this sense, new actions in the improved action plan, like A12 “Action Plan to promote participation in European Research projects”, will surely increase our international research network and facilitate the dissemination of new positions. Besides, the upcoming implementation of a new CRIS (Current Research Information System) will help highlight the research expertise in our institution, and therefore contribute to attracting new talent in those areas.

Regarding selection, our Talent Policies (Human Resources) Area is highly satisfied with the digitalization of the process and the clear procedures that allow us to have full traceability of every application and selection process. We see these processes as one of our most valuable strengths.

In general, the increasing number of international staff (currently 5%) is also indicative of an increase in international outreach and openness that is in line with the university’s objectives of comprehensive internationalization.

In addition to aspects related to procedures, a very important issue for UVic-UCC is the institutional capacity to attract talent, an aspect that is confirmed in the perception of researchers who demand specific policies for postdoctoral recruitment. A specific step in this line of work has been the approval of two specific regulatory frameworks for the Ramón y Cajal figures, approved in May 2022 and December 2023. Both documents allow us to take an important step forward in our institution’s policy of attracting and retaining talent, as they represent an active policy for attracting these candidates.

Continuing in this line of work, we plan to extend this policy to other postdoctoral researcher profiles (Beatriu de Pinós -Catalan postdoctoral programme- MSCA-IF, etc.). Therefore, it is a priority to continue to make progress in defining the specific document on talent attraction policies, creating a comprehensive institutional policy for the recruitment and retention of outstanding pre-doctoral, post-doctoral and senior researchers.

## 2.3. Working Conditions and Social Security

### Strengths and Weaknesses

One of the most relevant actions to improve the working conditions and Career Development of the research staff has been the fulfilment of sub-action S7.1, with a clear path of progression within the institution and the re-definition of professional categories and their criteria. In parallel, the facilitation and encouragement of internationalization and mobility defined in Action 10 has already started to provide positive results.

The internal CV assessment regulations have been revised and are expected to considerably improve internal promotion processes and the allocation of research resources. However, researchers still stress the need to improve CV assessment criteria. In response to this requirement, a new action has been adopted, already mentioned in point 2.1, to incorporate the COARA principles in the institution's evaluation criteria: A14. "Action plan for the deployment of COARA principles". Besides, and with the aim of promoting participation in research projects with European funding, a new action has been incorporated: A12. "Action plan to promote participation in European research projects".

Since 2020, progress has been made in the UVic-UCC Research Infrastructure Plan, in which the most necessary actions have been carried out (see remarks on action SA.8.1.) However, as shown in the focus groups held in January-February 2023, UVic-UCC's research community still needs improvements in computer equipment, facilities and research spaces. In this sense, in the coming period, work is being carried out on a new project to extend the space of BETA research centre, to provide an additional 1,600m<sup>2</sup>, to accommodate their growing staff and equipment, related to their leading role in major European research projects.

The UVic-UCC Research Infrastructure Plan will also continue to be implemented and will ensure that the annual investment plans include improvements and small research equipment. To this end, meetings will be held with the directors of the areas involved.

Another action that has been incorporated into this block is A15. "Modification of the Academic Time Plan" (PDA) of the PDI (teaching and research staff). The PDA develops the hours of recognition for each task performed by the PDI of UVic in the 4 areas that make up their working day (teaching, research, management and other academic activities). This action is intended to adjust the work dedication of the PDI to three profiles: one more teaching-focused, another more research-focused, and a third more focused on academic management.

Finally, and to respond to principle 35 of group R1, a new action has been incorporated: A16. "To promote the participation of doctoral students' representatives, as well as of bachelor's and master's degree students, in the university's governing bodies".

All these actions respond to the implication of specific research areas. They also take into account the results of the 2023 focus groups, and their qualitative responses:

- Need to improve the criteria for assessing CVs, for access to research posts and to internal applications.
- Need to improve research facilities, spaces, and specific computer equipment.
- More support from the ICT area for research activity.
- Management is seen as an impediment to intensifying your research career.



## 2.4. Training and Development

### Strengths and Weaknesses

Since the implementation of HRS4R, significant progress has been made in consolidating the Doctoral College's training plan for doctoral candidates and thesis supervisors. Progress has continued to be made with the actions defined in the following principles: "36. Relationship with supervisors", "37. Supervision and managerial duties", "38. Continuing professional development", "39. Access to research training and continuous development", and "40. Supervision".

Synthesis of the qualitative responses of the 2023 focus groups:

- Need for specific spaces and exchange of good practices for doctoral students.
- Need to reinforce two-way evaluation between thesis supervisors and doctoral candidates. in order to detect the training needs of thesis supervisors.
- Demand from doctoral students to participate in university decision-making bodies.

In the academic year 2023-24, with the change in the direction of the Doctoral College, a new Action Plan 2023-27 was drawn up for it. This has provided a comprehensive diagnosis of the current situation of the School and doctoral studies at UVic-UCC. Within the framework of this Action Plan, the differential characteristics of the training model have been specified, as well as the objectives and actions needed to trace the path of transformation from the current situation to the future framework that the School for Doctoral Studies aims to achieve by 2027. In the Action Plan, all the actions derived from principles 36, 37, 38, 39 and 40 (sub-actions incorporated into action A1 and A2) have been incorporated in order to ensure that in the coming years, the actions of the HRS4R strategy in the area of training and development will continue to be promoted and implemented.

Finally, it should be noted that the number of doctoral students has grown considerably in recent years. The challenges posed by the actions proposed in the Action Plan 2023-27 will undoubtedly lead to a transformation and strengthening of the structure and procedures of the Doctoral College and will have a positive impact on improving the skills of doctoral students and thesis supervisors.

## 2.5. Observations

### Have any of the priorities for the short- and medium term changed?

Overall, the priorities have not changed. The new Action Plan continues along the lines originally envisaged, as can be seen from the fact that most of the changes included correspond to sub-actions aimed at furthering the implementation of actions already defined in the original Plan. Specifically, the following actions are included: A1 "Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4)", A2. "Improvement of the supervision process between doctoral students and supervisors"; A3. "Development of a policy to promote technology and a regulation for business creation (start-up and spin-off companies)"; A4. "Definition of the OTM recruitment policy document" and A9. "Definition of an institutional scholarly dissemination plan".

Besides, new actions have been included that respond to the policies implemented by the various actors involved, as well as to the needs identified by the focus groups. They are all in line with the principles of the HRS4R. Five new actions have been included in this line: A12 “Action plan to promote participation in European research projects”, with the aim of increasing participation of UVic researchers in European funding programmes; A13 “Open Access policy, with the aim of promoting open access policies in all areas affecting research” (e.g. doctoral training, publications, projects, research ethics committee); A14 “Action plan for the implementation of the COARA principles”, with the aim of promoting more qualitative evaluation criteria in internal recruitment and promotion plans; A15 “Modification of the Academic Time Plan (PDA) of the PDI of UVic”; and A16 “Promotion of the participation of doctoral student representatives in the governing bodies of the university, as bachelor and master students”.

### **Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

There have been no major changes in this regard, since the rector’s team that took office in December 2018 was renewed in June 2022 and has therefore continued to promote the implementation of the HRS4R as a strategic axis of the institution. However, with the change of the Vice-rector for Research and Knowledge Transfer in September 2022, the following priorities, compatible with UVic-UCC’s strategic plan 2021-2026 and the HRS4R, have been emphasized: internationalisation of research, promotion of knowledge transfer in the territorial environment, as part of the Research and Innovation Smart Specialisation Strategy (RIS3), talent recruitment and promotion, and dissemination of research.

Besides, from the beginning of 2024, it was decided that the coordination of the seal will be led by the Vice-rectorate for Research and Knowledge Transfer, and at the technical level will be carried out by the head of the Research Management Unit - OTRI (Technical Research and Technology Transfer Office), instead of the Rector’s Delegate for Quality Policies. On the other hand, in the same year 2024, the budget associated with the monitoring of the Seal has been increased. This will allow the recruitment of a technician with the category of specialist. This technician will assist the coordinator in the organisation of the focus groups and in implementing actions, as well as in establishing an internal system that will allow the automatic monitoring of the actions and the collection of the indicators.

### **Are any strategic decisions under way that may influence the action plan?**

In 2019, the Vice-rectorate for International Relations presented a Comprehensive Internationalization Plan (2019-2023) including 146 actions in 47 strategic lines. These lines were distributed in 6 strategic areas that were to be implemented simultaneously in order to reach a noticeable institutional impact. In the area of Faculty Policies and Practices, the first action reads as follows: “4.1. Ensure the promotion of international skills and mobility in the staff positions, so as to facilitate the compliance with HRS4R’s OTM-R criteria”.

In 2021, the UVic-UCC approved the institution’s strategic plan for the period 2021-2026, which explicitly includes an action for the implementation of the HRS4R strategy. Specifically, action A61 “Implementation of the HR strategy for research (HRS4R), applying its principles in the recruitment and development of professionals as a means of progressing towards excellence”. This action is of high priority and is the responsibility of the Vice-Rector for Research and Knowledge Transfer, the Vice-Rector for Teaching, and the Talent Policy Area. This was the first time that the HRS4R strategy was explicitly included in the institution’s strategic plan.

In addition, over the last three years, the Vice-Rector for International Relations has been working with international partners to participate in the Erasmus+ European Universities Initiative calls. In July 2023, the consortium Up University (<https://upuniversity.eu/>) composed of universities from 10 European countries was awarded the Seal of Excellence in recognition of the submitted proposal. In the context of this project, the Uvic-UCC, along with two other consortium partners that also hold the HRS4R seal, will work together to support the remaining members of the alliance to improve their respective recruitment processes in compliance with HRS4R standards. This work will not only help all the members to receive the HRS4R Seal, but also will provide excellent opportunities for international recruitment and dissemination of positions within the consortium, as well as sharing best practices in the field of human resources.

Finally, with the change of the Vice-rector for Research and Knowledge Transfer in September 2022, the following priorities were established, to highlight the vice-rectorate commitment with the principles of HRS4R, in connection with UVic-UCC's strategic plan 2021-2026 : fostering internationalisation of research; promoting knowledge transfer in the territorial environment, as part of the Research and Innovation Smart Specialisation Strategy (RIS3); improving research talent recruitment and promotion, and developing an action plan for the dissemination of research.

### **3. Review of the actions of the Action Plan (2024-2026)**



### 3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A1. Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4), any others needed</b>				Ethical & professional aspects Working Conditions and Social Security Training and Development	8, 11, 30, 38, 39
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA1.1.</b> Programming and offering training	Office of the Vice-Rector for Research and Knowledge Transfer	Min. 2 training courses on offer per term.	<p>In the last three years there have been around 117 training courses per semester that respond to the principles included in this action. The average participation per semester has been 285 people.</p> <p>We highlight some of the training courses carried out in accordance with the principles included in the action:</p> <ul style="list-style-type: none"> <li>- Information sessions on competitive calls: HE program, Erasmus + program.</li> <li>- Training sessions on career guidance: self-knowledge, CV and cover letter, job interview, etc.</li> <li>- Training courses for researchers in training during their thesis period: mostly this training has been done in the framework of the “Doctoral training week” (DTW).</li> <li>- Specific training on the accreditation and evaluation processes of six years of research.</li> </ul> <p>This action is of key importance to the institution and therefore remains within the Action Plan.</p>	In progress	

## 3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A2. Improvement in supervision process between doctoral students and supervisors.</b>				Working Conditions and Social Security Training and Development	33, 36
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA2.1.</b> Programming and offering specific training for thesis supervisors to improve the supervisory tasks.	Doctoral College	Min. 2 training courses on offer per term	<p>The Doctoral College draws up an annual training plan aimed at training directors and tutors of doctoral theses.</p> <p>In 2021, 2022 and 2023, the offer of specific training activities for PhD thesis supervisors and tutors has been maintained and a new advanced course (including both best practices and remedial action in PhD supervision) has been offered for all thesis supervisors and tutors who have already taken the course in previous years.</p> <p>In 2024, and in agreement with the Consorci de Serveis Universitaris de Catalunya (University Services Consortium of Catalonia), a new course for doctoral students on open science will be offered to doctoral students, integrated in the training program of the Doctoral College.</p> <p>This action is maintained.</p>	In progress	
<b>SA2.2.</b> Establish by the academic committee of each doctoral programme the minimum number of tutorials that the supervisors must hold with doctoral students.	Doctoral College	At least two tutorials between a doctoral student and their supervisor	This action is rejected and replaced by a new action because it is valued as a very directive action by doctoral programs.	Completed (internal review 2020)	
<b>SA2.3.</b> Include the thesis supervision as an item to be counted in the Academic Time Plan (PDA).	Office of the Vice-Rector for Teaching Staff	Approval of the proposal and inclusion of the text in the PDA.	This action had already been carried out with the approval of the PDA (25/10/2018), which is published on the university intranet (Virtual Campus / Institution). Its implementation had been postponed due to budgetary constraints of the institution. The new Program Contract 2023-2026 that was negotiated with the Generalitat de Catalunya in 2023 has allowed this measure to be implemented over the next few years. The renewed PDA will be soon approved (15/05/2024).	Completed (internal review 2020)	

## 3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A3. Development of a policy to promote technology and a regulation for business-creation.</b>				Ethical & professional aspects	8
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA3.1.</b> Development of a policy to promote technology in order to make the most of the research results.	OTRI (Technical Research and Technology Transfer Office)	Approval and publication of the document	<p>During this period, the new team of the Vice-Rectorate for Research and Knowledge Transfer has prioritised the area of Knowledge Transfer, by conducting analysis and implementing incentive measures.</p> <p>Actions taken:</p> <ul style="list-style-type: none"> <li>- Analysis of the measures to be taken by the OTRI to facilitate knowledge transfer activity. The technical staff has been increased, and work is being carried out to raise awareness, motivation, as well as technical and professional support.</li> <li>- Revision of the current Intellectual and Industrial Property Regulations, with the aim of significantly increasing the percentage of the profits obtained from the exploitation of a research results which corresponds to the authors (researchers).</li> <li>- Merger of the professional team of the Valorisation and Knowledge Transfer Unit with the person in charge of the Scientific Dissemination Unit, creating the new Knowledge Transfer Office (OTC). The aim is to promote synergies between the two technical specializations, in order to enhance knowledge transfer and communication of research results.</li> </ul> <p>The regulation of Intellectual Property is currently being revised and updated.</p>	Extended	
<b>SA3.2.</b> Approval of a regulation for business creation.	OTRI	Approval and publication of the document	<p>The regulation of spin-off and start-up companies, created from research results and/or in which the University participates, has begun during this period, leading to the drafting of a regulation for the business creation that includes the protocol to be followed by researchers when they have an entrepreneurial project, as well as the mechanisms for assessing the project and for deciding whether or not the University will participate in the share capital of the new entity. The creation of this regulation also includes the study of incentive measures for researchers.</p> <p>For the next period this action will continue until the regulation is agreed and approved by all the entities that are part of the UVic-UCC.</p>	Extended	

3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A4. Definition of the document of the OTM-Hiring policy.</b>				Recruitment & Selection	13, 15, 16, 19, 20
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA4.1.</b> Drafting and implementing the document on the selection and hiring procedure of all PDI profiles.	Talent Management Unit	Approval and publication of the document	<p>Since 2016, UVic-UCC has had a Professional Career document that describes the processes of access and incorporation, stabilization and consolidation, as well as the promotion of the PDI. A professional career model based on excellence, merit and equal opportunities is established, transparent and motivating.</p> <p>The analysis carried out in 2018 found that the procedures for selecting and incorporating all PDI profiles needed to be included more explicitly and published on the university's website.</p> <p>In relation to the selection procedure, the website "Join our talent!" has been updated, where you can find the active vacancies, the Selection Policy, the resolved calls and the Welcome Manual for new staff. incorporation.</p> <p>Regarding the incorporation procedure, the implementation of the UTalent management program for the incorporation of staff stands out; it consists of a manual for its operation aimed at the positions involved, allows to coordinate and execute all the necessary actions to develop with rigor and transparency of the whole process of incorporation and also of expansion of the new PDI.</p> <p>Despite having developed this sub-action, it is now necessary to prepare a single written document containing all the procedures and regulations in line with the principles set out in the European Charter for Researchers and the Code of Conduct, ensuring that procurement processes are open, transparent and merit-based and ability of researchers. Also, in response to the Committee's observation in the initial evaluation, this single document should include quantitative criteria in the assessment of the researchers 'CV. It is also necessary to review the training manual for the Selection Committee, not only to ensure information in terms of procedure, but also to ensure an understanding and compliance with OTM-R policies. For all this, this sub-action is considered complete and new sub-actions are proposed to address these detected gaps.</p>	Completed (internal review 2020)	



3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A5. Definition of the specific document on the policy to attract talent.</b>				Recruitment & Selection Working Conditions and Social Security	21, 25
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
SA5.1. Drawing up the strategic policy to attract talent.	Office of the Vice-Rector for Teaching Staff	Approval and publication of the document	Part of the regulations have been drafted, specifically the framework for regulating the Ramón y Cajal scholarship (May 2022), as well as the framework for regulating the Ramón y Cajal scholarships updated after the 2023 call (December 2023) have been approved.  The point is maintained to extend the regulations to other research profiles (MSCA-IF; Beatriu de Pinós, etc.).	Extended	

## 3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A6. Development of the onboarding plan.</b>				Training and Development	40
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA6.1.</b> Implementation of the Onboarding Handbook.	Talent Management Unit	Publication of the document	The process of definition, implementation and approval and publication of the UVic-UCC OTM-R Policy (CGU, March 6th, 2024) has allowed the university to standardize the implementation of most of the OTM-R aspects. The document is publicly available on the HRS4R website and can also be downloaded here: <a href="http://repositori.uvic.cat/handle/10854/7849">http://repositori.uvic.cat/handle/10854/7849</a> .	Completed	
<b>SA6.2.</b> Drafting of a mini-guide of the circuit that the researcher must follow when they join the university.	Talent Management Unit	Approval of a new hires' guide	During the last few months, progress has been made in this action, which will be carried out in two phases. In the first phase, all the research procedures have been reviewed from the researcher's point of view and all of them have been centralized in an icon in the Virtual Campus, which is easily accessible and very visible.  In a second phase, and taking into account the purchase of a new CRIS, work will be done to automate these processes.	Extended	
<b>SA6.3.</b> Development of the figure of the mentor in the Onboarding Guide.	Talent Management Unit	Number of mentors	A piloting experience has been initiated in the BETA Tech Center, which is one of the UVic-UCC most important gateways of researcher recruitment. An external consultant was used for an interview process of 10 recently hired researchers of different profiles and currently we are working on the report analysis and improvement actions.  We currently have implemented a mentor figure at the BETA Tech Center that works in combination with the Talent Policy Area, and we expect to use this experience to make this pilot experience extensive to the rest of the university.  Indicator:  - Number of mentors: 1.	Extended	

## 3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A7. Expansion of the Professional Career document to the research community (R1-R4) in terms of: stabilisation and consolidation of the IPD: Individual Development Plan.</b>				Ethical & professional aspects Recruitment & Selection Working Conditions and Social Security	11, 14, 22, 25, 28, 33
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA7.1.</b> To draw up the expansion of the Professional Career document to include the research community.	Talent Management Unit	Approval and publication of the document	<p>The expansion of the Professional Career has been recently revised in a negotiation process between the university direction and the elected staff representatives of the Union Committee (<i>Comitè d'Empresa</i>). This constant dialogue including staff representation has ensured, and will continue to do so, the participation of researchers in decision-making towards their professional career development policies, as stated in principle 35 of HRS4R.</p> <p>The agreements regarding the Professional Career Development have been included in the Collective Agreement (<i>Conveni Col·lectiu UVic</i>). This document is internally available and details the Teaching and Research Staff professional categories distributed along two different itineraries: PDI (Teaching and Research Staff) and PI (Research Staff). The document also states the retribution for every category in each itinerary and the procedures and requirements for category progression. Such procedures recognize objective merits in research (through external sexennial accreditation), teaching (through internal quinquennial accreditation including peer-observation process) and management (through personal work record).</p> <p>In addition, a clear pathway for Career Development has been designed in the form of infographics, both for research staff. This document is publicly available and aims at providing a quick view 'at a glance' of the career pathway at UVic-UCC.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- <i>Internal Document: "II Conveni Col·lectiu / Modificació de II Conveni Col·lectiu / Acords parcials de III Conveni Col·lectiu de la UNIVERSITAT DE VIC – UNIVERSITAT CENTRAL DE CATALUNYA (adequació a la legislació vigent)"</i></li> <li>- <i>Career Development inphograhics: published in the institutional HRS4R webpage ('HRS4R Excellency in HR – Areas of Action' tab)</i></li> </ul>	Completed	

## 3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A8. Definition of a plan to improve the specific spaces and infrastructures for the research community.</b>				Working Conditions and Social Security	23
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA8.1.</b> Plan to improve the spaces and infrastructures for research.	Generals Infrastructures and General Services Unit	Approval and publication of the document. Number of square metres devoted specifically to R&D	<p>Since 2020, progress has been made in the UVic-UCC Research Infrastructure Plan and the most necessary and urgent actions have been carried out:</p> <ul style="list-style-type: none"> <li>- The works have been completed and the new spaces of the Technological Centre for Biodiversity, Ecology, Environmental and Food Technology (CT BETA), of more than 1,200m<sup>2</sup>, have been put into operation.</li> <li>- The spaces that were freed up with the transfer of the CT BETA to the Torre dels Frares building have been converted into new laboratories, into a large area for researchers, with common areas for meetings.</li> <li>- The 2022/23 academic year saw the inauguration of the new UVic-UCC headquarters called El Remei, where a new infrastructure of more than 500m<sup>2</sup> has been put in place where, among other services, the following areas for research topics are concentrated: CEIG (on gender studies); CRED (on education), LISD (a social digital laboratory) and different chairs. These new headquarters are in a district where social participatory research has been carried out, in connection with its multicultural community. This new place facilitates research-community interaction.</li> </ul>	Extended	

## 3.1. Actions defined in the initial Action Plan

Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status
<p><b>SA8.2.</b> Plan to improve ICT infrastructures for research.</p>	<p>ICT Unit</p>	<p>Number of updated Machines Number of software programmes acquired to manage research</p>	<p>The 2020/2021 academic year was notable for the investment and fast widespread implementation of technological tools to facilitate remote work (Teams, zoom, video cameras, etc.) in times of Covid-pandemics.</p> <p>In the 2021/2022 academic year, the SAP Projects module was introduced to facilitate the economic management of research projects.</p> <p>During the 2022/2023 academic year, investments in computer equipment and software have focused mainly on increasing prevention measures for cybersecurity attacks, as well as the renewal of computer equipment for administrative and service staff dedicated to laboratory tasks and research support and management.</p> <p>In the next period, it is planned to migrate the system's files to OneDrive in order to gain security and agility in the management of data and the documentation of research projects. The technological migration to the latest DRUPAL versions of the UDivulga website, which is the institutional website for scientific dissemination, is also planned.</p> <p>With regard to investment in computer equipment, a new regulation is being worked on, with a budget, which will allow the allocation of a laptop computer to predoctoral and postdoctoral researchers who are under contract with UVic-UCC for a period equal to or greater than one year.</p> <p>Finally, the Vice-Rectorate for Research and Knowledge Transfer is also analyzing the needs of the research community for new software or updating existing software so that they can be taken into account in the institution's budget.</p> <p>Finally, the acquisition and integration of a computer application for the management of scientific production is planned. This will improve the functionalities of the current CRIS and enable the University to better position itself nationally and internationally.</p>	<p>Extended</p>

3.1. Actions defined in the initial Action Plan

Action				Focus Area	Gap Principles (C&C)
<b>A9. Definition of an institutional scholarly dissemination plan.</b>				Ethical & professional aspects	9
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
SA9.1. Drawing up the scholarly dissemination plan.	OTRI	Approval and publication of the document	<p>The UVic-UCC has a proposal for a Scientific Communication Plan, which includes a previous internal study (2022) that analysed: 1) the researchers’ needs in the field of dissemination and scientific communication, 2) the dissemination requirements of the funding entities of projects, and 3) the knowledge that researchers have of the communication services available to them in each of the entities that are part of the UVic-UCC.</p> <p>This previous internal study was as a starting point for the research communication analysis (2023) by an external company with expertise in scientific communication plans, which has also analysed the entire system of scientific communication existing in all centres of Uvic-UCC, including each federated entity. Based on these two blocks of information, the Scientific Communication Plan aims to provide an action plan that establishes the best ways to generate research communication synergies within the institution and to disseminate and communicate results and news of impact to society and to specialised audiences. The approval of the Scientific Communication Plan will take place over the next few months (spring-summer 2024).</p>	Extended	

### 3.2. Incorporation of new sub-actions into the actions already defined (internal review 2020)

Action				Focus Area	Gap Principles (C&C)
<b>A2. Improvement in supervision process between doctoral students and supervisors.</b>				Ethical & professional aspects	33, 36
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
SA2.2. Establishment, by the Doctoral College and, with the revision made by the Commissions of each Doctoral Program, of a document on basic criteria and guidelines for the Direction of doctoral theses	Doctoral College	Approval and publication of the document	The elaboration of a common document for all doctoral programs is necessary. But during this period, it has not been possible to complete the action. So, it has been extended.	Extended	

## 3.2. Incorporation of new sub-actions into the actions already defined (internal review 2020)

Action				Focus Area	Gap Principles (C&C)
<b>A4. Definition of the document of the OTM-Hiring policy.</b>				Recruitment & Selection	13, 15, 16, 19, 20
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>A4.2.</b> Draft the OTM-R Policy	Talent Management Unit	Policy approved and published  % of compliance with the OTM-R guidelines for all recruitment processes	The process of definition, implementation and approval and publication of the UVic-UCC OTM-R Policy (CGU, March 6th, 2024) has allowed the university to standardize the implementation of most of the OTM-R aspects. The document is publicly available on the HRS4R website and can also be downloaded here: <a href="http://repositori.uvic.cat/handle/10854/7849">http://repositori.uvic.cat/handle/10854/7849</a> .	Completed	
<b>A4.3.</b> Organize seminars on the implementation of the OTM-R Policy	Talent Management Unit	Number of seminars taught  Number and profile of attendees	This action has not been yet deployed, as the OTM-R policy has taken slightly longer than expected to complete. It will be, therefore, extended.	Extended	



### 3.3. Incorporation of new sub-actions into the actions already defined (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A1. Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4), any others needed</b>				Ethical & professional aspects Working Conditions and Social Security Training and Development	8, 11, 30, 38, 39
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA1.3.</b> To promote an annual activity of each doctoral programme to provide relevant academic information of interest to all doctoral students.	Doctoral College	Number of research activities organised per doctoral programme each academic year	This action responds to a need detected in one of the focus groups. The participation of doctoral students in this type of joint activities will give them the opportunity to get to know each other, share experiences, establish relationships and future collaborations. Likewise, during the activity, as it is an activity designed specifically for them, it will contribute to increasing their sense of relevance to the programme and their overall satisfaction.	New	
<b>SA1.4.</b> To promote activities so that the most experienced doctoral candidates can share experiences, concerns and strategies to overcome the challenges of thesis writing.	Doctoral College	Number of activities organised		New	
<b>SA1.5.</b> To incorporate doctorates in the UVic-UCC Alumni Strategy	Doctoral College	Incorporated: Y/N	The incorporation of doctoral candidates into the UVic-UCC Alumni strategy will bring benefits to both UVic-UCC and the doctoral candidates.  For doctoral students it will provide a network of contacts and professional opportunities and collaboration between the different members of the network.  For UVic-UCC, integrating doctoral students into the Alumni strategy will help to strengthen the sense of community between doctoral students and graduates. Alumni will also be able to act as mentors to new PhD students and provide them with advice, guidance and support based on their own professional and academic experience.	New	

## 3.3. Incorporation of new sub-actions into the actions already defined (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A2. Improvement in supervision process between doctoral students and supervisors.</b>				Ethical & professional aspects	33, 36
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA2.3.</b> To draw up a training plan for thesis supervisors and tutors that includes, among other things, tools for detecting plagiarism, good practices in thesis supervision, academic management tools, social impact and valuation of the results of theses, etc.	Doctoral College	Number of courses organised per year	The role of the supervisor and tutor in the preparation of a doctoral thesis is essential and both play a very important role. Therefore, the training plan will provide them with tools and resources in various areas of doctoral training, such as Research Integrity (RI), ethical aspects, access to resources, dissemination of results and valorisation, as well as meeting spaces with other directors from different fields and disciplines, in order to share best practices.	New	
<b>SA2.4.</b> To define whether thesis supervisors who are supervising 4 or more theses are required to take the activities of the Training Plan for Thesis Supervisors (Pla formatiu per als directors de tesi).	Doctoral College	Number of supervisors who did the activities	This action is aimed at improving the skills of supervisors and tutors in the area of Research Integrity (RI)	New	

## 3.3. Incorporation of new sub-actions into the actions already defined (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A3. Development of a policy to promote technology and a regulation for business-creation</b>				Ethical & professional aspects	8
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA3.3</b> Definition of a Strategic plan for the Knowledge Transfer Office (OTC).	OTRI	Approval and Publication of the document	Definition of a Strategic plan for the OTC to design new actions to increase the volume of results transferred and the number of agreements signed with regional, national and international entities, as well as measures to raise awareness, incentives and technical support for entrepreneurial projects in order to increase the number of spin-off companies of the UVic-UCC.	New	

Action				Focus Area	Gap Principles (C&C)
<b>A4. Definition of the document of the OTM-R Hiring policy.</b>				Recruitment & Selection	13, 15, 16, 19, 20
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA4.4</b> – Define an OTM-R compliance assessment procedure	APT	Approval of the QC procedure	A procedure proposal needs to be submitted to the Quality Control Committee for their consideration and eventual approval.	New	

## 3.3. Incorporation of new sub-actions into the actions already defined (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A9. Definition of an institutional scholarly dissemination plan.</b>				Ethical & professional aspects	9
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA9.2</b> Deployment of the research communication plan	OTRI	Percentage deployed actions in the Communication Plan	<p>Bearing in mind that the Communication Plan (see action SA.9.1) is expected to be approved by the end of the academic year 2023/24, a new sub-action is incorporated in order to be able to deploy the plan.</p> <p>This will involve specific meetings with diverse agents involved in communicating research (both researchers and technicians of all centres for research and communication offices). They will all agree on a 3-year action plan, conducted jointly by all centres of the UVic-UCC federation. Special attention will be drawn to research visibility on the web, on social networks, with both an international and local outlook.</p>	New	

Action				Focus Area	Gap Principles (C&C)
<b>A10. Development of a mobility and internationalization plan</b>				Recruitment & Selection	16, 17, 18, 28, 29
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA10.3.</b> To review the reception protocol for foreign researchers who come to UVic-UCC to carry out a research stay, including researchers in training (R1).	Doctoral College	<p>Approval and publication of the document</p> <p>Number of incoming doctoral students</p>	To review the procedures and procedures for the reception of doctoral students who come to do a research stay in the research groups of the UVic-UCC.	New	

### 3.4. New actions (internal review 2020)

Action				Focus Area	Gap Principles (C&C)
<b>A10. Development of a mobility and internationalization plan</b>				Recruitment & Selection	16, 17, 18, 28, 29
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA10.1</b> Drafting of a mobility plan and internationalization of the staff	Vicerector for International Relations	Approval and Publication of the document  Number of done mobilities	The Mobility Plan for Staff (2022-2024) has been designed and implemented. The details and results achieved (including mobility indicators) so far is available: <a href="http://dspace.uvic.ca/xmlui/handle/10854/7848">http://dspace.uvic.ca/xmlui/handle/10854/7848</a>	Completed	
<b>SA10.2</b> Incorporation into the Mobility Plan of guidelines for the valorisation of mobility in recruitment.	Vicerector for International Relations	Number of incorporations with a strong component of geographical, disciplinary or sectorial mobility	A total of 4 actions have been included in the the Mobility Plan for Staff (2022-2024), specifically, within the Category 4: “Valorisation Internationalization for new positions (according to principles 16, 17 and 18 of HRS4R)”.  Degree of implementation is not completely attained but significant progress has been made.	Extended	

## 3.4. New actions (internal review 2020)

Action				Focus Area	Gap Principles (C&C)
<b>A11. English translation of the regulations and information relating to the UVic-UCC Human Resources strategy</b>				Ethical & professional aspects	10, 13
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA11.1.</b> Prioritization of regulations and information, and translation into English	Vicerector for International Relations	Number of documents reviewed and translated	An institutional Language Plan (Pla de llengües de la UVic-UCC (2022-2025)) has been approved (CGU, 13/12/2023) including, among others, a specific action: "A7a. Prioritize, revise, proofread and translate the institutional documentation and the texts published on the web in both areas teaching or research as well as management."	Extended	
<b>SA11.2.</b> Incorporation of the English version in new regulations or revisions to the HRS4R strategy	Vicerector for International Relations	Number of new documents translated into English	The English version of HRS4R webpage includes links to 21 relevant documents and webpages. Additional documentation produced from now on will also be translated and published in Catalan, Spanish and English.	Completed	

### 3.5. New actions (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A12. Action plan to promote participation in European research projects.</b>				Working conditions and social security	26, 29
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA12.1.</b> Approval of an action plan to promote participation in European research projects.	Vice-rector for Research and Knowledge Transfer and OTRI	Approval and Publication of the document	<p>With the aim of intensifying participation in R&amp;D funding calls for research, an action plan will be defined that will provide researchers with different tools to help them get to know the European funding map and to accompany them in the presentation of applications.</p> <p>This will include specific visits and meetings of UVic-UCC researchers and research technicians with European counterparts in Brussels, on specific and strategic themes of research, in order to create synergies and partnerships for project calls.</p>	New	
<b>SA12.2.</b> Reinforcement of the OTRI Project Office to intensify pre-award tasks.	OTRI	Number of European projects revised	In order to be able to carry out action SA12.1 with guarantees, the OTRI's Project Office will be reinforced in order to decisively intensify actions to accompany new funding proposals.	New	

## 3.5. New actions (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A13. Open Access promotion policy</b>				Ethical and professional aspects	5,8
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA13.1.</b> Signature of the Barcelona Declaration on open research information	Vice-rectorate for Research and Knowledge Transfer	Signature of the declaration	UVic-UCC will sign this declaration, together with 35 European universities and research organizations, in order to advance in open research information policies. As an organization carrying out, funding and evaluating research, it will commit to 1. making openness the default for the research information used and produced; 2. working with services and systems that support and enable open research information; 3. supporting the sustainability of infrastructures for open research information; 4 supporting collective action to accelerate the transition to openness of research information <a href="https://barcelona-declaration.org/">https://barcelona-declaration.org/</a>	New	
<b>SA13.2.</b> Definition of an action plan to promote Open Access policy.	Vice-rectorate for Research and Knowledge Transfer/UVic-UCC Library	Approval and Publication of the document	After an initial stage of analysing the existing open access policies in our institution, an action plan will be drafted and implemented regarding pending issues on open access policy. This will be led by the Vice-rectorate for Research and Knowledge Transfer and the Uvic-UCC Library, but it will ultimately involve all agents implied in the HRS4R and the institution at large.	New	



## 3.5. New actions (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A14. Action plan for the implementation of the COARA principles</b>				Ethical and professional aspects	11
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA14.1.</b> Joining the Coalition for Advancing Research Assessment (CoARA)	Vice-rectorate for Research and Knowledge Transfer	Joining the Coalition	With the aim of promoting new assessment policies, the UVic-UCC will join the Coalition for Advancing Research Assessment (CoARA), promoted by the European Commission, Science Europe and the European University Association (EUA).	New	
<b>SA14.2.</b> Action plan for the deployment of the COARA principles	Vice-rectorate for Research and Knowledge Transfer	Approval and Publication of the document	<p>In order to advance in the implementation of the COARA principles, an action plan will be defined with the following commitments:</p> <ul style="list-style-type: none"> <li>- The evaluation for the selection, promotion and incentive processes for Research and Teaching Staff (PDI) must recognise a greater plurality of contributions and research careers.</li> <li>- Assessment must be based on the use of qualitative methods, supported by responsible use of quantitative indicators.</li> <li>- The inappropriate use of bibliometric indicators of journals in which scientific articles are published, in particular the journal impact factor and h-index, must be abandoned.</li> <li>- The use of university or research organisation rankings in the evaluation of research should be avoided.</li> </ul> <p>To prepare this action plan, the Uvic-UCC will join the Spanish Charter of COARA. It will also attend specific seminars, at the Spanish and European level, to share good practices in COARA implementation. A Uvic-UCC commission, with close communication with the HRS4R Committees, will draft the action plan, to be finally approved by the Governing Council of the University.</p>	New	

3.5. New actions (internal review for renewal assessment 2024)

Action				Focus Area	Gap Principles (C&C)
<b>A15. Modification of the Academic Time Plan for the teaching and research staff of the UVic.</b>				Working conditions and social security	22, 23, 24, 33
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA15.1</b> Modification of the Academic Time Plan for the PDI (teaching and research staff) of the UVic	Vice-Rectorate for Teaching Staff	Re-approval and Publication of the document.	In 2018 the Academic Time Plan (PDA) was approved. This document defines the hours of recognition for each task carried out by the PDI of the UVic in the 4 areas that make up their working day (teaching, research, management and other activities). The aim of this action is to renew the regulation to meet new strategic needs, as well as specific aspects that have arisen in recent years. It also aims to readjust the recognition of hours for different tasks in relation to internal equity and the needs of the institution.	New	

Action				Focus Area	Gap Principles (C&C)
<b>A16. Promoting the participation of doctoral students' representatives in the governing bodies of the university, as well as in undergraduate and master's degree courses.</b>				Working conditions and social security	35
Sub-Action	Main Person in Charge	Indicator(s)	Remarks	Current Status	
<b>SA16.1.</b> Promoting the participation of doctoral students' representatives in the governing bodies of the university, as well as in undergraduate and master's degree courses.	Doctoral College	Number of doctoral students participating in university governing bodies.	To meet one of the demands of our university's doctoral students, which was made clear in the focus group meetings: that all profiles are represented on the governing bodies of our university.	New	

### 3.6. Improved Action Plan

Principles (C&C)	Action UVic-UCC HRS4R	Sub-Action	Responsible Unit	Indicator(s)
8, 9, 11, 18, 30, 38, 37, 39	<b>A1. Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4), any others needed.</b>	<b>SA1.1.</b> Programming and offering training	Office of the Vice-Rector for Research and Knowledge Transfer	Number of training courses per term (minimum 5 per semester) Number and type (R1 to R4) of attendees Satisfaction survey Number of courses in relation to the principles they reinforce
		<b>SA1.2.</b> To promote an annual face-to-face research activity aimed at fostering links and a sense of relevance and community within the same doctoral programme or field of knowledge.	Doctoral College	Number of research activities organised per doctoral programme each academic year
		<b>SA1.3.</b> To promote an annual activity of each doctoral programme to provide relevant academic information of interest to all doctoral students.	Doctoral College	Number of research activities organised per doctoral programme each academic year
		<b>SA1.4.</b> To promote activities so that the most experienced doctoral candidates can share experiences, concerns and strategies to overcome the challenges of thesis writing.	Doctoral College	Number of activities organised
		<b>SA1.5.</b> To incorporate doctorates in the UVic-UCC Alumni Strategy	Doctoral College	Incorporated: Y/N

33, 36	<b>A2. Improvement in supervision process between doctoral students and supervisors.</b>	<b>SA2.1.</b> Programming and offering specific training for thesis supervisors to improve the supervisory tasks.	Doctoral College	Min. 2 training courses on offer per term.
		<b>SA2.2.</b> Establishment, by the Doctoral School and with the revision made by the Commissions of each Doctoral Program, of a document on basic criteria and guidelines for the Direction of doctoral theses	Doctoral College	Approval and publication of the document
		<b>SA2.3.</b> To draw up a training plan for thesis supervisors and tutors that includes, among other things, tools for detecting plagiarism, good practices in thesis supervision, academic management tools, social impact and valuation of the results of theses, etc.	Doctoral College	Number of courses organised per year
		<b>SA2.4.</b> To define whether thesis supervisors who are supervising 4 or more theses are required to take the activities of the Training Plan for Thesis Supervisors	Doctoral College	Number of supervisors who did the activities
8	<b>A3. Development of a policy to promote technology and a regulation for business-creation.</b>	<b>SA3.1.</b> Development of a policy to promote technology in order to make the most of the research results	OTRI	Approval and Publication of the document
		<b>SA3.2.</b> Approval of a policy for business creation.	OTRI	Approval and Publication of the document
		<b>SA3.3</b> Definition of a Strategic plan for the Knowledge Transfer Office (OTC).	OTRI	Approval and Publication of the document
13, 15, 16, 19, 20	<b>A4. Definition of the document of the OTM-Hiring policy.</b>	<b>SA4.3</b> Organize seminars on the implementation of the OTM-R Policy	Talent Management Unit	Number of seminars taught Number and profile of attendees
		<b>SA4.4.</b> Define an OTM-R compliance assessment procedure	Talent Management Unit	Approval of the QC procedure
21,25	<b>A5. Definition of the specific document on the policy to attract talent.</b>	<b>SA5.1.</b> Drawing up the strategic policy to attract talent.	Office of the Vice-Rector for Teaching Staff	Approval and Publication of the document

## 3.6. Improved Action Plan

40, 37	<b>A6. Desenvolupament del pla d'acollida</b>	<b>SA6.2.</b> Drafting of a mini-guide of the circuit that the researcher must follow when they join the university.	Talent Management Unit	Approval of a new hires' guide. Satisfaction survey to measure the usefulness and scope of the guide in the research community
		<b>SA6.3.</b> Development of the figure of the mentor in the Onboarding Guide.	Talent Management Unit	Number of researchers assisted Ratio between the number of mentors and the number of researchers who have been assisted
23	<b>A8. Definition of a plan to improve the specific spaces and infrastructures for the research community.</b>	<b>SA8.1.</b> Plan to improve the spaces and infrastructures for research.	Generals Infrastructures and General Services Unit	Approval and publication of the document. Number of square metres devoted specifically to R&D.
		<b>SA8.2.</b> Plan to improve ICT infrastructures for research	ICT Unit	Number of updated machines. Number of software programmes acquired to manage research.
9	<b>A9. Definition of an institutional scholarly dissemination plan.</b>	<b>SA9.1.</b> Drawing up the scholarly dissemination plan.	OTRI	Approval and Publication of the document
		<b>SA9.2.</b> Deployment of the research communication plan	OTRI	Percentage deployed actions in the Communication Plan
17, 18, 28, 29	<b>A10. Development of a mobility and internationalization plan</b>	<b>SA10.2</b> Incorporation into the Mobility Plan of guidelines for the valorisation of mobility in recruitment.	Vice-Rector for International Relations	Number of incorporations with a strong component of geographical, disciplinary or sectorial mobility
		<b>SA10.3.</b> To review the reception protocol for foreign researchers who come to UVic-UCC to carry out a research stay, including researchers in training (R1).	Doctoral College	Approval and publication of the document Number of incoming doctoral students
10, 13	<b>A11. English translation of the regulations and information relating to the UVic-UCC Human Resources strategy</b>	<b>SA11.1.</b> Prioritization of regulations and information, and translation into English	Vice-Rector for International Relations	Number of documents reviewed and translated

26, 29	<b>A12. Action plan to promote participation in European research projects.</b>	<b>SA12.1.</b> Approval of an action plan to promote participation in European research projects.	Vice-rector for Research and Knowledge Transfer and OTRI	Approval and Publication of the document
		<b>SA12.2.</b> Reinforcement of the OTRI Project Office to intensify pre-award tasks.	OTRI	Number of European projects revised
5, 8	<b>A13. Open Access promotion policy</b>	<b>SA13.1.</b> Signature of the Barcelona Declaration on open research information	Vice-rectorate for Research and Knowledge Transfer	Signature of the declaration
		<b>SA13.2.</b> Definition of an action plan to promote Open Access policy.	Vice-rectorate for Research and Knowledge Transfer/ UVic-UCC Library	Approval and Publication of the document
11	<b>A14. Action plan for the implementation of the COARA principles</b>	<b>SA14.1.</b> Joining the Coalition for Advancing Research Assessment (CoARA)	Vice-rectorate for Research and Knowledge Transfer	Joining the Coalition
		<b>SA14.2.</b> Action plan for the deployment of the COARA principles	Vice-rectorate for Research and Knowledge Transfer	Approval and Publication of the document
22, 23, 24, 33	<b>A15. Modification of the Academic Time Plan for the teaching and research staff of the UVic.</b>	<b>SA15.1.</b> Modification of the Academic Time Plan for the PDI (teaching and research staff) of the UVic	Vice-Rectorate for Teaching Staff	Re-approval and Publication of the document
35	<b>A16. Promoting the participation of doctoral students' representatives in the governing bodies of the university, as well as in undergraduate and master's degree courses.</b>	<b>SA16.1.</b> Promoting the participation of doctoral students' representatives in the governing bodies of the university, as well as in undergraduate and master's degree courses.	Doctoral College	Number of doctoral students participating in university governing bodies.

### 3.7. Timing Action Plan 2024-2026

Action UVic-UCC HRS4R	Sub-Action	2024		2025		2026	
		1r S	2n S	1r S	2n S	1r S	2n S
<b>A1. Specific training in: accreditation process, career guidance, exploitation of research results (R1-R4), any others needed</b>	<b>SA1.1.</b> Programming and offering training	●	●	●	●	●	●
	<b>SA1.2.</b> Promoting an annual face-to-face research activity aimed at fostering links and a sense of relevance and community within the same doctoral programme or field of knowledge				●		
	<b>SA1.3.</b> Promoting an annual activity of each doctoral programme to provide relevant academic information of interest to all doctoral students.				●		
	<b>SA1.4.</b> Promoting activities so that the most experienced doctoral candidates can share experiences, concerns and strategies to overcome the challenges of thesis writing.				●		
	<b>SA1.5.</b> Incorporating doctorates in the UVic-UCC Alumni Strategy				●		
<b>A2. Improvement in supervision process between doctoral students and supervisors</b>	<b>SA2.1.</b> Programming and offering specific training for thesis supervisors to improve the supervisory tasks		●	●	●		
	<b>SA2.2.</b> Establishment, by the Doctoral College, and with the revision made by the Commissions of each Doctoral Program, of a document on basic criteria and guidelines for the <b>Direction</b> of doctoral theses.			●	●	●	●
	<b>SA2.3.</b> To draw up a training plan for thesis supervisors and tutors that includes, among other things, tools for detecting plagiarism, good practices in thesis supervision, academic management tools, social impact and valuation of the results of theses, etc.				●		
	<b>SA2.4.</b> To define whether thesis supervisors who are supervising 4 or more theses are required to take the activities of the Training Plan for Thesis Supervisors (Formative Plan for theses supervisors).				●		

3.7. Timing Action Plan 2024-2026

<b>A3. Development of a policy to promote technology and a regulation for business-creation</b>	<b>SA3.1.</b> Development of a policy to promote technology in order to make the most of the research results.				●			
	<b>SA3.2.</b> Approval of a regulation for business creation				●			
	<b>SA3.3</b> Definition of a Strategic plan for the Knowledge Transfer Office (OTC).	●						
<b>A4. Definition of the document of the OTM-Hiring policy</b>	<b>A4.3.</b> Organize seminars on the implementation of the OTM-R Policy					●		
	<b>SA4.4</b> – Define an OTM-R compliance assessment procedure					●		
<b>A5. Definition of the specific document on the policy to attract talent</b>	<b>SA5.1.</b> Drawing up the strategic policy to attract talent.					●		
<b>A6. Development of the onboarding plan</b>	<b>SA6.2.</b> Drafting of a mini-guide of the circuit that the researcher must follow when they join the university.					●		
	<b>A6.3.</b> Development of the figure of the mentor in the Onboarding Guide.					●		
<b>A8. Definition of a plan to improve the specific spaces and infrastructures for the research community</b>	<b>SA8.1.</b> Plan to improve the spaces and infrastructures for research.	●	●	●	●	●	●	●
	<b>SA8.2.</b> Plan to improve ICT infrastructures for research.	●	●	●	●	●	●	●
<b>A9. Definition of an institutional scholarly dissemination plan</b>	<b>SA9.1.</b> Drawing up the scholarly dissemination plan.		●					
	<b>SA9.2</b> Deployment of the research communication plan				●	●	●	●
<b>A10. Development of a mobility and internationalization plan</b>	<b>SA10.2</b> Incorporation into the Mobility Plan of guidelines for the valorization of mobility in recruitment.					●		
	<b>SA10.3.</b> To review the reception protocol for foreign researchers who come to UVic-UCC to carry out a research stay, including researchers in training (R1).					●		
<b>A11. English translation of the regulations and information relating to the UVic-UCC Human Resources strategy</b>	<b>SA11.1.</b> Prioritization of regulations and information, and translation into English					●		



## 3.7. Timing Action Plan 2024-2026

<b>A12. Action plan to promote participation in European research projects.</b>	<b>SA12.1.</b> Approval of an action plan to promote participation in European research projects.			●			
	<b>SA12.2.</b> Reinforcement of the OTRI Project Office to intensify pre-award tasks.			●			
<b>A13. Open Access promotion policy</b>	<b>SA13.1.</b> Signature of the Barcelona Declaration on open research information	●					
	<b>SA13.2.</b> Definition of an action plan to promote Open Access policy.				●		
<b>A14. Action plan for the implementation of the COARA principles</b>	<b>SA14.1.</b> Joining the Coalition for Advancing Research Assessment (CoARA)	●					
	<b>SA14.2.</b> Action plan for the deployment of the COARA principles			●			
<b>A15. Modification of the Academic Time Plan for the teaching and research staff of the UVic.</b>	<b>SA15.1.</b> Modification of the Academic Time Plan for the teaching and research staff of the UVic.	●					
<b>A16. Promoting the participation of doctoral students' representatives in the governing bodies of the university, as well as in undergraduate and master's degree courses.</b>	<b>SA16.1.</b> Promoting the participation of doctoral students' representatives in the governing bodies of the university, as well as in undergraduate and master's degree courses.				●		

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

#### Have any of the priorities for the short- and medium term changed?

Since the initial assessment of the OTM-R checklist there has been a huge effort and progress in our institution. The implementation of the UVic-UCC HRS4R Updated Action Plan has been highly effective in improving our compliance and performance in accordance with the 23 items in the checklist.

The process of definition, implementation and approval and publication of the UVic-UCC OTM-R Policy (CGU, March 6th, 2024) has allowed the university to standardize the implementation of most of the OTM-R aspects. The document is publicly available on the HRS4R website and can also be downloaded here: <http://repositori.uvic.cat/handle/10854/7849>.

In the Updated Action Plan, we reported only 3 items of the checklist to be Completely Implemented, 5 items Substantially Implemented, 12 items Partially Implemented, and 3 items not implemented. After the current revision, we consider 14 items to be Completely implemented, 3 items Substantially Implemented, 6 items Partially Implemented and none that has not been implemented. Therefore, we have progressed from a mere 3% to 60% of fully completed items in the OTM-R Checklist.

Our general priorities, both for the short- and medium-term have not changed, except for the fact that we will work mostly to reinforce those achievements and to focus on the remaining items until full compliance with our OTM-R Policy.

# 4. Implementation



## How have you prepared the internal review?

The following actions were carried out to prepare for the mid-term evaluation:

- The new HRS4R coordinator met with the people who had been involved in the design and implementation of HRS4R to find out in detail the process followed in obtaining the seal and the status of implementation of all the actions described in the action plan.
- A consultation process was considered necessary to assess the researchers' perception of the progress of implementation. Taking into account time constraints, a survey was designed for R1-R4 researchers to specifically address those principles that had not been considered as 'fully implemented' in the Gap Analysis.
- At the same time, a plenary meeting was held with all those responsible for the actions of the plan to make a joint assessment of the current status.
- After that, the Technical Committee organised working group meetings for all the areas/services involved in the Action Plan with the aim of identifying possible improvements to the Action Plan and organising the preparatory work for the evaluation of the Action Plan.
- The first draft of the revised Action Plan and a proposal for the renewed composition of a Steering Committee and a Technical Committee were presented to the Rector and Vice-Rectors for consideration and approval.
- The HRS4R coordinator presented to the University Governing Council (CGU) the revision of the HRS4R Action Plan and the Composition of the HRS4R Steering and Technical Committees, which were approved on 18/11/2020.
- The Technical Committee prepared the remaining information to introduce it in the Euraxess Platform.

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

Most of the actions proposed in the Plan have continued to be worked on within the framework of the Research Committee, which is the advisory body that assists the Vice-Rector for Research and Knowledge Transfer in the definition and implementation of scientific policy.

The Research Committee is led by the Vice-Rector for Research and Knowledge Transfer and it includes a representative from each of the faculties, from each of the research and knowledge transfer centres and the Director of the Doctoral College. Therefore, the researchers are represented in this body. Subcommittees are also established for specific purposes, such as the revision of specific research regulations.

Besides, at the beginning of 2023, two focus group discussions were organised, one of them aimed at R1 and R2 researchers, and the other one aimed at R3 and R4 researchers. In these focus groups, each lasting two hours, it was possible to discuss in depth what the process of incorporation into the institution was like for the participants and how it could be improved. Additionally, some of the principles of the charter that are being worked on in the current action plan were also discussed. Based on the conclusions of the aforementioned focus groups, new actions/sub-actions have been incorporated into the work plan for the next period.

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

The implementation of the HRS4R seal at UVic-UCC is part of one of the strategic lines of the Rectorate of the University and it currently depends on the Vice-rectorate for Research and Knowledge Transfer. The Vice-rectorate for International Relations is also directly involved in the Seal Action Plan, as well as The Vice-rectorate for Teaching Staff.

At the technical level, the Technical Research and Technology Transfer Office (OTRI) leads all the technical areas involved in the actions defined in the Action Plan. Specifically, the head of the Research Management Office-Project Office is the person who has the expertise on the functioning of the HRS4R Seal and who carries out this coordination function, together with the vice-rectors.

For the monitoring and implementation of the Action Plan, the UVic-UCC has a technical working group formed by the heads of the following areas: Talent Policy Area, Quality Area, Technical Research and Knowledge Transfer Office, and the Technical Office of Doctoral Studies.

At the current level of deployment of the Seal, and taking into account its strategic importance, the Vice-Rectorate for Research and Knowledge Transfer has considered it necessary to hire a person with a technical profile, who will dedicate part of his/her working day to support the Seal coordinator. This new technician will report to the OTRI and will be part of the Project Office team. His or her functions with regard to the Seal will be mainly oriented towards monitoring and updating the Seal Action Plan, participating in the organization of focus groups, as well as helping in the collection and analysis of indicators.

## **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**

In 2019, the Comprehensive Internationalization Strategy (2019-2023) presented by the Vice-rectorate for International Relations, included a 'Faculty policies and practices' dimension with a specific action in the talent recruitment category: "4.1. Ensure the promotion of international skills and mobility in the new PDI positions to facilitate the application of HRS4R's OTM-R criteria".

In June 2021, the UVic-UCC approved the institution's strategic plan for the period 2021-2026. It is noteworthy that this was the first time that the HRS4R strategy was included in the main institution's strategic plan. Specifically, it includes action A61 "Implementation of the HR strategy for research (HRS4R), applying its principles in the recruitment and development of professionals as a means of progress towards excellence". This is a high priority action and a shared responsibility between the Vice-rectorate for Research and Knowledge Transfer, the Vice-rectorate for Teaching Staff, and the Talent Policies (Human Resources) Area.

In September 2022, with the change of the Vice-rector for Research and Knowledge Transfer, the following priorities, compatible with UVic-UCC's strategic plan 2021-2026 and the HRS4R Seal, have been emphasized: internationalisation of research, promotion of knowledge transfer in the territorial environment, as part of the Research and Innovation Smart Specialisation Strategy (RIS3), talent recruitment and promotion, and dissemination of research. These priorities are present in its internal policies and actions, aligned with with current European initiatives, such as the COARA coalition, the Barcelona Declaration on open research information.

Finally, it is noteworthy to mention that in the last three years, the UVic-UCC has been working towards the creation of a European consortium in the context of the Erasmus+ European University Initiative: Up University (<https://upuniversity.eu/>). In July 2023, Up University received the Seal of Excellence

recognising the quality of the proposal and in June 2024 we expect the resolution of a new proposal to receive Erasmus funding. In this context, three members out of the 10 European universities already have the HRS4R Excellence seal and, as it is stated in the project tasks, they will guide the rest of the partners through the process of adherence to HR policies. We are sure that the shared experience will be of great help in improving the open, transparent and merit-based recruitment throughout the whole consortium.

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

The actions are monitored through the different working committees led by the director of the area/service and the respective vice-rector. It should be noted that, as part of their daily responsibilities, the vice-rectors regularly meet with researchers, department heads, deans, etc., to discuss various topics that also include HRS4R issues. These meetings are key, as they allow the exchange of first-hand information on the most urgent needs of the different groups involved. It should be noted that the Action Plan approved by the Governing Council of the University also includes a section on timelines that serves as a guide for the committees to ensure that the deadlines for implementation are met.

With the information gathered, the monitoring of the indicators is carried out by the Technical Committee, which is the direct responsibility of the director of the Quality Area, who is in charge of all indicator monitoring. The performance indicators chosen for each action, once reviewed, are analysed by the Steering Committee, which takes corrective measures in the event of deviations in time or supply.

The results of the surveys and focus groups for researchers are also analysed by the Technical Committee and the final report is made available to the Steering Committee, as well to those responsible for a specific action. The possible revision of the action plan or the inclusion of new actions is discussed if deemed necessary.

### **How are you monitoring progress (timeline)?**

The continuous monitoring of the plan is one of the main functions of the Technical Committee. This Committee will meet bimonthly with the HRS4R coordinator to review the development of the implementation of the tasks defined for the actions in progress. Furthermore, on a quarterly basis, the HRS4R coordinator will inform the Steering Committee of the results obtained in order to find evidence of any deviation from the HRS4R actions.

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

The monitoring of the indicators is also carried out continuously and is also one of the main functions of the Technical Committee. As in the case of the monitoring of the plan, the HRS4R coordinator meets bimonthly with the Technical Committee to monitor it, and quarterly with the Steering Committee to keep it informed of the results.

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

The following actions have been carried out for the external evaluation:

- The HRS4R technical coordinator has met with each of the people responsible for the actions to explain what the external evaluation consists of and to request information on the status of each of the actions and indicators. It also opens up the possibility for those responsible for the actions to propose new ones.
- Once the data have been collected, the Technical Committee and the Steering Committee have met to analyse them, and to analyse and evaluate the proposals for new actions.
- The first draft of the revised action plan and a proposal for the renewed composition of a Steering Committee and a Technical Committee were submitted to the Rector and Vice-Rectors for consideration and approval.
- The Technical Committee prepared the rest of the necessary information to be introduced in the Euraxess Platform.
- The HRS4R coordinator will present to the Governing Council of the University the revision of the HRS4R Action Plan, as well as the Composition of the HRS4R Steering and Technical Committees on 15/05/2024.

# 5. Annex 1. OTM-R Checklist





**Plantilla 1 - annex: llista de comprovació de la contractació oberta, transparent i basada en el mèrit**  
**Llista de comprovació OTM– R per a organitzacions**

	Obert	Transparent	Basada en el mèrit	Resposta: ++ Sí, completament +/- Sí, substancialment - / + Sí, parcialment -- No	
<b>Sistema OTM– R</b>					
1. Hem publicat una versió de la nostra política OTM-R en línia (en l'idioma nacional i en anglès)?	●	●	●	++ Sí, Completament	<p>The UVic-UCC OTM-R Policy was approved by the University Governing Council (CGU, 06/03/2024) and is published in the institutional HRS4R web page. Procedures to ensure open, transparent and merit-based procurement are in place in accordance with this policy and with national regulations.</p> <p>See sub action A4. 2.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Access link to document in three languages <a href="http://repositori.uvic.cat/handle/10854/7849">http://repositori.uvic.cat/handle/10854/7849</a></li> </ul>
2. Tenim una guia interna que estableixi procediments i pràctiques OTM-R clars per a tot tipus de posicions?	●	●	●	++ Sí, completament	<p>The University has the document Professional career of teaching and research staff (PDI), approved by the Governing Council of the UVic-UCC and published on the intranet and sent to all university staff on 12/01/16.</p> <p>In addition, recruitment policies and procedures according OTMR criteria are publicly available in the institutional webpage.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- UVic-UCC OTM-R policy: <a href="http://repositori.uvic.cat/handle/10854/7849">http://repositori.uvic.cat/handle/10854/7849</a></li> <li>- Selection procedures: Cat: <a href="https://www.uvic.cat/politiques-del-talent/politica-de-seleccio">https://www.uvic.cat/politiques-del-talent/politica-de-seleccio</a> Es: <a href="https://www.uvic.cat/es/politicas-del-talento/politica-de-seleccion">https://www.uvic.cat/es/politicas-del-talento/politica-de-seleccion</a> Engl: <a href="https://www.uvic.cat/en/work-with-us/recruitment-policy">https://www.uvic.cat/en/work-with-us/recruitment-policy</a></li> </ul>

	Obert	Transparent	Basada en el mèrit	Resposta: ++ Sí, completament +/- Sí, substancialment - / + Sí, parcialment -- No	
3. Tothom que hi participa en el procés té una formació suficient a l'àrea d'OTM-R?	●	●	●	- / + Sí, parcialment	<p>Staff have good general training on regulations and procedures, although there is room for improvement in staff training in line with the OTM-R area. See sub action A4.3.</p> <p>We'll prepare online capsules to provide an easy OTM-R context to all the participants of recruitment and selection processes.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Number of training capsules for OTM-R: 0.</li> <li>- Number of staffs following OTM-R training: 0</li> </ul>
4. Fem ús (suficient) d'eines de contractació electrònica?	●	●		++/- Sí, completament	<p>The university publishes on the institutional website the number of jobs to be filled from the PDI with dedication and research profiles, specifying the description, requirements and merits of each position. Management of recruitment is completely performed through digital procedures by means of a specific software package.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Web-based tool for (all) stages of the hiring process:</li> </ul> <p>Cat: <a href="https://www.uvic.cat/treballa-amb-nosaltres">https://www.uvic.cat/treballa-amb-nosaltres</a>            Sp: Es: <a href="https://www.uvic.cat/es/trabaja-con-nosotros">https://www.uvic.cat/es/trabaja-con-nosotros</a>            Engl: <a href="https://www.uvic.cat/en/work-with-us">https://www.uvic.cat/en/work-with-us</a></p>
5. Disposem d'un sistema de control de qualitat per l'OTM-R?	●	●	●	+/- Sí, substancialment	<p>Besides the OTM-R policy (CGU, 06/03/2024) as a framework document, the UVic-UCC has a Quality Assurance System (<a href="https://www.uvic.cat/sgiq">https://www.uvic.cat/sgiq</a>) that will also include the specific control procedures for the OTM-R. The modification to explicitly contemplate OTM-R in the Strategic Quality processes has been already submitted as an improvement action in PE02_FBL_Pr01 procedure and is expected to be approved in the next meeting of the Quality Commission scheduled to take place on June 5<sup>th</sup>, 2024.</p> <p>A new sub-action (SA4.4 – Define an OTM-R compliance assessment procedure, see point 23 of the present checklist) will also be added to improve OTM-R QC.</p>

	Obert	Transparent	Basada en el mèrit	Resposta: ++ <i>Sí, completament</i> +/- <i>Sí, substancialment</i> - / + <i>Sí, parcialment</i> -- <i>No</i>	
<b>6. La nostra política actual OTM-R anima als candidats externs a presentar-se?</b>	●	●	●	++ <i>Sí, completament</i>	<p>Most of the applicants are external, which indicates the open recruitment policies have the expected outcome.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Proportion of applicants from outside the organization (Academic Year 2019–20)</li> </ul> <p>Total applicants: 209 Total out: 199</p>
<b>7. La nostra política actual OTM-R està en línia amb polítiques per atreure investigadors de l'estranger?</b>	●	●	●	+/- <i>Sí, substancialment</i>	<p>The OTM-R policies are aligned with the institutional strategy to attract international researchers. Despite there is still room for improvement, especially in the dissemination of the positions, it must be noted that the language of instruction for positions with teaching obligations (which often require C1 level in Catalan) can be a limiting factor.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Applicants from abroad (Academic Year 2019–20)</li> </ul> <p>Total applicants: 209 Total abroad: 26</p>
<b>8. La nostra política actual OTM-R és compatible amb polítiques per tractar grups poc representats?</b>	●	●	●	++ <i>Sí, completament</i>	<p>The UVic-UCC OTM-R policy is not only compatible but promotes the recruitment of under-represented groups, as it explicitly states the institutional commitment to a fair, transparent and inclusive management of human resources in research and knowledge transfer, promoting equal opportunities and diversity in the workplace.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Ratio of teaching &amp; research staff among underrepresented groups (Academic Year 2023-24)</li> </ul> <p>Women: 57% Persons with Functional diversity: 1.71%, that is 21 employees (16 of which are women).</p>

	Obert	Transparent	Basada en el mèrit	Resposta: ++ <i>Sí, completament</i> +/- <i>Sí, substancialment</i> - / + <i>Sí, parcialment</i> -- <i>No</i>	
9. La nostra política actual OTM-R és compatible amb polítiques per proporcionar condicions de treball atractives per als investigadors?	●	●	●	+/- <i>Sí, completament</i>	<p>The Uvic-UCC OTM-R policy states that the employee has access to the Collective Agreement to consult which professional career path is available to them at the institution.</p> <p>Furthermore, the career Indicator:</p> <ul style="list-style-type: none"> <li>- UVic-UCC Staff Benefits (Cat): <a href="https://www.uvic.cat/sites/default/files/beneficis_pdi_pas_uvic-ucc.pdf">https://www.uvic.cat/sites/default/files/beneficis_pdi_pas_uvic-ucc.pdf</a></li> <li>- UVic-UCC Staff Benefits (Engl):</li> <li>- UVic-UCC Welcome Manual (Cat): <a href="https://www.uvic.cat/politiques-del-talent/manual-acollida">https://www.uvic.cat/politiques-del-talent/manual-acollida</a></li> <li>- UVic-UCC Welcome Manual (Eng):</li> </ul>
10. Tenim mitjans per controlar si apliquen els investigadors més adequats?				+/- <i>Sí, completament</i>	<p>The academic members of the Selection Committees always give feedback to the Area of Talent Policies regarding the candidates for a given position, especially when none of the applicants fulfills the requirements. If possible, revision of the advertising strategy for that particular position is made. However, the lack of qualified applicants is generally limited in a small number of disciplines where qualified expertise is scarce and the profile highly professionalized.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 520 candidates interviewed within 286 selection processes.</li> <li>- 236 candidates hired for 286 positions (83%)</li> </ul>
<b>Fase de publicitat i sol·licitud</b>					
11. Tenim guies o plantilles clares (per exemple, EURAXESS) per la difusió de les places?	●	●		- / + <i>Sí, parcialment</i>	<p>At the institutional level, templates are used to publish positions on the UVic-UCC website. These templates and procedures are internally available; however, a user guide remains to be defined.</p> <p><a href="https://www.uvic.cat/treballa-amb-nosaltres">https://www.uvic.cat/treballa-amb-nosaltres</a></p> <p>Further improvements will be made with the full implementation of sub-action SA5.1.</p>

	Obert	Transparent	Basada en el mèrit	Resposta: ++ Sí, completament +/- Sí, substancialment - / + Sí, parcialment -- No	
<b>12. Incloem a l'anunci de la feina referències/enllaços als elements previstos a la secció corresponent del conjunt d'eines?</b> [vegeu el capítol 4.4.1 a) de l'informe d'experts OTM-R <sup>4</sup> ]	●	●		- / + Sí, parcialment	From 2019, more detail has been added to the reference of the position published in Euraxess, detailing the exact reference code as found in the section "Work with us".  <a href="https://www.uvic.cat/treballa-amb-nosaltres">https://www.uvic.cat/treballa-amb-nosaltres</a>
<b>13. Utilitzem al màxim EURAXESS per garantir que les nostres places de recerca arribin a un públic més ampli?</b>	●	●		+ / - Sí, completament	Euraxess is used for all full-time permanent positions. We do not esteem necessary to publish temporal or part-time positions with the exception of permanent Part-time I (0.75 full-time equivalent) positions.  Indicators: - Number of job positions posted on EURAXESS (year 2023): 17 - Current number of international staff: 59 (from 25 nationalities)
<b>14. Fem servir altres eines de publicitat laboral?</b>	●	●		- / + Sí, parcialment	In addition to the institutional website and the EURAXESS website, position is systematically published on LinkedIn. Some faculties extend the diffusion via the center's Twitter.
<b>15. Mantenim la càrrega administrativa per al candidat al mínim?</b> [vegeu el capítol 4.4.1 b) <sup>45</sup> ]	●			++ Sí, completament	The university only requests the required documentation. The documentation that the candidate must present is as follows: - Complete curriculum vitae; all formats are accepted (including AQU, ANECA and Europass) - Short resume (one page): any format is accepted. - Sworn statement of the accuracy of the curriculum vitae data and other supporting documents if necessary. - Letter of motivation to present the candidacy.

	Obert	Transparent	Basada en el mèrit	Resposta: ++ <i>Sí, completament</i> +/- <i>Sí, substancialment</i> - / + <i>Sí, parcialment</i> -- <i>No</i>	
<b>Fase de selecció i avaluació</b>					
<b>16. Tenim normes clares que regulen el nomenament dels comitès de selecció?</b> [vegeu el capítol 4.4.2 a) 45]		●	●	++ <i>Sí, completament</i>	<p>In order to adapt our university to the growth it has experienced in recent years, and consequently to the increase in selection processes and the incorporation of new teaching and research staff, some changes have been made to the composition of the selection committees. The aim of these new compositions is to simplify, streamline and optimize these processes. The composition is governed by the position, so at the gender level it will depend on which person (male or female) holds the position.</p> <p>In this sense, the following is the composition of all the commissions with regard to the PDI (approved on May 7, 2020).</p> <ul style="list-style-type: none"> <li>- Vice-Rector of Teaching and Research Staff</li> <li>- Vice-Rector for Research and Knowledge Transfer</li> <li>- Dean of the Faculty</li> <li>- Department director</li> <li>- External advisor</li> <li>- Work council representative</li> <li>- Talent Policy Area</li> </ul>
<b>17. Tenim normes clares sobre la composició de les comissions de selecció?</b>		●	●	+ <i>Sí, completament</i>	<p>The Professional Career for Teaching and Research Staff (PDI) document published on the university's Intranet contains the guidelines for the composition of the selection committees for every category.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Internal document: Guidelines for Selection Commission Composition</li> </ul>
<b>18. Són els comitès suficientment equilibrats en qüestions de gènere?</b>		●	●	++ <i>Sí, completament</i>	<p>Gender balance is actively taken into account in the selection of Committee members. In the year 2023 (indicator below), the gender balance in the committees has been respected.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Committee members: 931</li> <li>- Men: 494 (53%)</li> <li>- Women: 437 (47%)</li> </ul>

	Obert	Transparent	Basada en el mèrit	Resposta: ++ Sí, completament +/- Sí, substancialment - / + Sí, parcialment -- No	
19. Tenim directrius clares per als comitès de selecció que ajudin a jutjar el "mèrit" d'una manera que condueixi a la selecció del millor candidat?			●	+/- Sí, completament	<p>Public CV evaluation guidelines are clearly defined and used both for new positions and for internal promotion.</p> <p>Besides this, all new positions include mandatory and variable requirements to apply for the position. From the Talent Policy Area (Human Resources), as well as from the Office of the Vice-Rector's Teaching Staff and with the presence of the University Union Committee, care is taken to ensure that the requirements stated in the position are considered and resolved.</p> <p>In all cases, the presence of a representative from the Talent Policy Area is compulsory to ensure the selection procedures are conducted according to the OTM-R policies and any clarification needed by a committee member is promptly offered.</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Internal document: "Criteris d'avaluació de currículums del PDI per a convocatòries internes de la UVic-UCC" Available in the intranet&gt;Comunitat&gt;Recerca&gt;Normativa de Gestió de la Recerca.</li> </ul>
<b>Fase de cita</b>					
20. Informem a tots els sol·licitants al final del procés de selecció?		●		++ Sí, completament	The university it has a management system (UTALENT), where resolutions are automatically published on the web. Each person can see the status of their application by going to the website and searching for the positions for which they have applied. The status of the process and the status of application are shown.
21. Proporcionem comentaris adequats als entrevistats?		●		- / + Sí, substancialment	In the event that the person is excluded (provisional), he / she receives an e-mail, at the same time as he / she is registered on the platform, where the reason for which he / she is provisionally excluded is nested. It is worth noting, however, that an individual return is not systematized in relation to qualitative aspects, in case the person has been interviewed and discarded.
22. Disposem d'un mecanisme de reclamació adequat?		●		- / + Sí, parcialment	The same e-mail that is sent to the excluded person will be notified of the deadline for submitting any amendments it deems appropriate.
					<p>Indicator:</p> <ul style="list-style-type: none"> <li>- Statistics on complaints: There is no procedure for collecting statistical data on complaints received.</li> </ul>

	Obert	Transparent	Basada en el mèrit	Resposta: ++ <i>Sí, completament</i> +/- <i>Sí, substancialment</i> - / + <i>Sí, parcialment</i> -- <i>No</i>	
<b>Avaluació global</b>					
23. Disposem d'un sistema per avaluar si OTM-R compleix els seus objectius?				- / + <i>Sí, parcialment</i>	<p>The upcoming approval of the explicit inclusion of the OTM-R in the University Quality System (SGIQ, see point 5 of this checklist) will be the first step to add a specific assessment of OTM-R compliance.</p> <p>A new action has been proposed (SA4.4 – Define an OTM-R compliance assessment procedure).</p> <p>Indicator:</p> <p>- Procedure defined and implemented.</p>