Universidad Europea Madrid

Action Plan

Human Resources Strategy for Researchers

July 2020

TEMPLATE 4: ACTION PLAN

Case number: 2020ES508325

Name Organisation under review: Universidad Europea de Madrid

Organisation's contact details:

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1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*377*
Of whom are international (i.e. foreign nationality)	*30*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*47*
Of whom are women	*212*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*68*
Of whom are stage R2 = in most organisations corresponding with post-doctoral level	*130*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*179*
Total number of students (if relevant)	*14092*
Total number of staff (including management, administrative, teaching and research staff)	*1316*
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	*136,500,000*
Annual organisational direct government funding (designated for research)	*8206*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*830084*
Annual funding from private, non-government sources, designated for research	*297276.78*
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

Universidad Europea de Madrid is the leading private university in Spain in terms of student numbers. It is a dynamic institution, aimed at adding value to the society and to actively contribute to its progress throughout the empowerment of the individual, applying an international and quality academic model connected to the professional world.

Excellence in research is part of University's commitment to society, as we research in order to generate transferable knowledge and contribute to the social progress. Research falls under the School of Doctoral Studies & Research, whose mission is to promote the development of R&D&I of the University.

2. Actions

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

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

https://universidadeuropea.es/en/conocenos/investigacion/sello-human-resources-award

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

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
ACTION 1: UPDATE THE UNIVERSIDAD EUROPEA DE MADRID RECRUITMENT PROCEDURE COMPLIANT WITH C&C AND OTMR. 1) Update the procedures manual with the recruiting process being C&C and OTMR compliant (following OTMR Toolkit), including: • the introduction of the scoring ranges for judging the merits of candidates according to the professional profile of the position offered; and • information on job prospects and employment rights in the job offer • Information about complains mechanisms and feedback to the candidates 2) Publish a Spanish and English version of the recruitment guide online. 3) Train the HR leader on the new procedures. 4) Design and implement a recruitment and hiring platform. 5) Perform an online quality survey to monitor actions satisfaction within the researchers' community.	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	Q4 2020 to Q2 2021	Vice President of Human Resources	• OTMR policy published. • 100% of job offers published online and on EURAXESS. • Publish detailed scoring ranges. • All job offers include additional information on job prospects and employment rights. • Publish OTMR Policy in Spanish and English online: Selection and recruiting guide and templates. • OTMR and C&C material and training courses available. • All recruitment procedures are supported by the electronic platform. • At least 70% satisfaction in the quality survey. • 100% of candidates receive feed back • Number of recruitments complaints received.

ACTION 2: IMPROVE TEACHING ORGANISATIONAL ASPECTS. 1) Design and implement a system to enable researchers with a teaching reduction of more than 50% to maintain connection with the department in which they teach. 2) Create a working committee composed of researchers, teachers and managers to evaluation of new proposals for teaching assignments. 3) Improve the call for research hours allocation to provide greater stability in the research strategy. 4) Prepare a Status Report and proposal of a solution for research hours allocation associated with academic figures (e.g. professors, holders of tenure). Analyse the economic impact and options to maintain teaching excellence while increasing research excellence. 5)Update the regulations for the creation and validation of research groups and allocation of reductions per research. 6) Perform an online quality survey to monitor actions satisfaction within the researchers' community.	33. Teaching	Q3 to Q42021	Vice President of Human Resources Vice-Rector of Teaching and Research	• 100% of researchers are kept in their department's mailing list. • evaluation of new proposals for teaching assignments. • Working committee appointed. • New call for teaching reductions published. • Status report approved. • Publish online the updated "Regulations for the creation and validation of research groups and allocation of reductions per research". • At least 70% satisfaction in the quality survey.
ACTION 3: DEVELOPMENT OF A TALENT RETENTION PLAN.	14. Selection (Code)	Q1 to Q2 2022	Vice President of Human Resources	• Updated policy for attracting and retaining talent published online.

1) Adapt and update the present UNIVERSIDAD EUROPEA DE MADRID policy for attracting and retaining talent. 2) Posting of available positions at UNIVERSIDAD EUROPEA DE MADRID an on the web and OTRI e-bulletin. It will relate to the e-recruitment platform.	21. Post-doctoral appointments (Code) 30. Access to career advice			• Increase of post doctoral researchers retained • Available positions at UNIVERSIDAD EUROPEA DE MADRID published. • At least 70% satisfaction in the quality survey.
ACTION 4: IMPROVE THE PROFESSIONAL DEVELOPMENT PLAN. 1) Determine that the professional development plan will be monitored by the department director and by another researcher who will act as a mentor. 2) Design and implement a pilot mentoring programme for junior researchers inspired by the REBECA programme. Design of a survey for the evaluation of this programme and prepare a report with the results. If positive, deploy it to the R1 and R2 community. 3) Implement actions to improve the employability of junior researchers: • a) Implicate the Alumni Department in the design of new action for fostering their employability. • b) Implement a specific in-depth workshop on professional careers within the research summit, inviting external speakers with experience in the professional career of researchers.	28. Career development 30. Access to career advice 37. Supervision and managerial duties	Q4 2022 to Q1 2023	Alumni Department	• New Professional Development Plan published online. • 100% of individual professional development plan will be monitored by the department director and by a mentor. • Pilot mentoring programme deployed for group of R1 and R2. • Number of R1 and R2 researchers mentorized. • New employability activities available. • At least 60% of junior researchers attend employability activities. • Workshop on professional career available for all the attendees to the research summit. • New set of transversal skills training courses available. • 100% of new researchers attend the transversal skills training courses.

• c) Compulsory training in a set of training courses (online and offline) to develop transversal skills for new researchers. 4) Perform an online quality survey to monitor actions satisfaction within the researchers' community.				• At least 70% satisfaction in the quality survey.
ACTION 5: COMMUNICATE THE INFLUENCE OF RESEARCH WITH JOB STABILITY. 1) Create a working group to identify areas for improvement for the job stability of researchers. 2) Write a document and prepare a short communication video to inform how research activities influence job stability. 3) Communicate the options of research recognition for researchers. 4) Improve the scales for obtaining a reduction in the teaching assignment, and explain these improvements clearly to the research community. 5) Visibly and explicitly explain the University's research support mechanisms (include in Welcome Manual, website, etc.) 6) Perform an online quality survey within the researchers' community, to monitor if these actions improve the stability of the reseachers' job.	25. Stability and permanence of employment	Q2 Q3 2021	Vice-Rector of Teaching and Research, Director of the Communication Department	• Document and video about the influence of research with job stability are known by at least 60% of researchers. • At least 60% of R1-R4 know the options of research recognition for researchers. • 100% of researchers are aware of the research support mechanisms. • At least 70% satisfaction in the quality survey.

ACTION 6: IMPROVE THE INTERNAL COMMUNICATION ON RESEARCH ISSUES.
 	
1) Deploy communication actions (ad hoc information sessions, welcome procedure, web contents, etc.) to disseminate among researchers:
 	
    a) The functions, activities and procedures of the ethics committee
 	
    b) The complaints procedures
 	
    c) Information about mobility options
 	
2) Perform an online quality survey to monitor actions satisfaction within the researchers' community.
	4. Professional attitude
	
	24. Working conditions
	
	34. Complaints/ appeals
		Q4 2020 to Q1 2021	Vice-Rector of Teaching and Research, Director of the Communication Department	• 100% of researchers are informed about the Ethics Committee.
				• 100% of researchers are informed on complains' procedures.
				• 100% of researchers are informed on mobility options.
				• At least 70% satisfaction in the quality survey.
				• Number of complaints received.

ACTION 7: CREATE THE DOCTORATE AND RESEARCH WEBSITE. 1) To improve visibility to external agents, to attract R1 and R2 talent and to make more available R&D information, a new and frequently updated website and social networks channel will be developed: • PhD students and research groups will find updated information on doctorate programmes and research activities. • A specific area will be dedicated to their research projects' results.	4. Professional attitude	Q3 Q4 2021	Vice-Rector of Teaching and Research, Director of the Marketing Department	• 100% of PhD students know the website. • At least 60% of research groups update their research projects' results. • At least 70% satisfaction in the quality survey. • Increase at least 50% of external visits to the website.

2) Perform an online quality survey to monitor actions satisfaction within the researchers' community.				

ACTION 8: PROPOSE A MECHANISM FOR THE REALLOCATION OF SPACE AND CONCENTRATION OF LABORATORIES.
 	
1) Design a mechanism for reallocating space and concentrating laboratories, which will include:
 	
  a) Establishing criteria for space allocation.
  b) Design the evaluation process.
  c) Analyse the availability of spaces for redistribution, including:
    • Number of laboratories or laboratory (for research and for teaching)
    • Activity in each of the laboratories
    • Number of people who work or may be present in the lab
    • Specific technical requirements
  d) Perform a pilot reallocation of space and evaluate results.
 	
2) Perform an online quality survey to monitor actions satisfaction within the researchers' community.
	23. Research environment	Q4 2021 to Q5 2022	Vice-Rector of Teaching and Research, Director of the Infrastructures Department	• Mechanism approved.
				• Pilot reallocation performed.
				• At least 70% satisfaction in the quality survey.

ACTION 9: DESIGN AND IMPLEMENT THE DISSEMINATION PLAN.	8. Dissemination, exploitation of results	Q4 2021 to Q5 2022	Vice-Rector of Teaching and	• Dissemination plan approved and published online.

1) Design the plan dissemination, which should include: • Promoting social participation in divulgation activities (science week, etc.). • Promoting dedicated seminars and other activities for society and patients. • Promote RRI activities with patients and other society members 2) Coordinate the activity of the person responsible for the dissemination of science with the Faculty Departments and the Communications Department. 3) Create the Science Dissemination Award for the group or researcher most committed to dissemination. 4) Organise networking sessions between research groups to identify joint collaboration opportunities. 5) Perform an online quality survey to monitor actions satisfaction within the researchers' community.			Research, Director of the Communication Department	• Increase at least 60% in the number of dissemination activities organised for society and patients (seminars, open doors day, meetings with patient associations, etc.). • Increase at least 60% in the participation or researchers' TT activities. • Science Dissemination Award published. • At least 50 researchers participate in the networking sessions. • Joint collaboration opportunities published. • Increase 50% internal collaborations. • At least 70% satisfaction in the quality survey. • Number of patients involved in RRI activities. • Number of citizens involved in RRI activities.
ACTION 10: ENRICH THE INSTITUTIONAL TRAINING PROGRAMME. 1) Identify the specific training needs in technical and soft skills issues. Update the Training Plan, including:	4. Professional attitude 24. Working conditions 30. Access to career advice	Q2 2021, Q2 2022, Q2 2023, Q2 2024, Q2 2025	Vice President of Human Resources Vice-Rector of Teaching and Research	• New training courses available. • At least 80% of R1-R4 attend the "Ethics Committee" training courses. • At least 60% of R1-R4 attend the "Professional Skills Programme" training courses.

• Training courses on the functioning of the ethics committee within the institutional training plan. • Offer specific services to PhD students such as a Professional Skills Programme with open enrolment and workshops for doctoral students beyond their second year. • Increase the participation in the R+D+I management courses including transversal skills. 2) Perform an online quality survey to monitor actions satisfaction within the researchers' community.				• At least 70% satisfaction in the quality survey.
ACTION 11: UPDATE THE WELCOME MANUAL WITH KEY INFORMATION FOR RESEARCHERS. 1) Update the manual and the welcome procedure; all the novelties provided by HRS4R must be included: • Recruiting, performance assessment and HRS4R strategy • Contractual and legal obligations • Good practice in research • Dissemination, exploitation of results • Intellectual Property Rights • Participation in decision-making bodies • Ethics committee • Include updated information about UNIVERSIDAD EUROPEA DE MADRID's initiatives on open science	All	Q1 2021, Q1 2022, Q1 2023, Q1 2024, Q1 2025	Vice President of Human Resources	• At least 70% satisfaction in the quality survey.

2) Workshops will be organised annually, aimed to present UNIVERSIDAD EUROPEA DE MADRID and key information to new researchers. 3) An English and Spanish version will be available online. 4) Perform an online quality survey to monitor actions satisfaction within the researchers' community.				
ACTION 12: AWARENESS & COMMUNICATION; LUNCH AND MONITORING OF HRS4R AND OTM-R. 1) An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefings for departments to influence the dissemination of the C&C key lessons to research staff. Awareness-raising seminar for researchers and managers (e.g. within the framework of the annual research summit). 2) Training sessions on OTMR for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held. 3) New contents on OTMR and HRS4R will be available in Spanish and English on the website. Ya hay info colgada en web.	All	Q4 2020, Q4 2021, Q4 2022, Q4 2023, Q4 2024,	Vice President of Human Resources Vice-Rector of Teaching and Research Director of the Communication Department	• WG HRS4R constituted. • WG OTMR constituted. • At least 50% researchers attend C&C training sessions. • At least 50% HR staff attendees at C&C training sessions. • Survey on HRS4R to address the awareness. • At least 70% satisfaction in the quality survey. • Zero deviation in chronogram of the Action Plan

4) New survey on HRS4R will be sent to researchers before the intermediate review (2 years). 5) Monitoring of the action plan. A continuous supervision and monitoring of the plan will be established, holding quarterly meetings to review the development of the implementation of the tasks according to the Plan schedule.				

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

In the Action Plan described above there are several actions that deal with specific elements of the principles of open, transparent and merit-based recruitment.

Actions 1 and 12 address the provision and dissemination of guidelines that establish clear contracting procedures and practices.

With the publication of scientific employment announcements on the Institute's new University's multilingual website, UNIVERSIDAD EUROPEA DE MADRID will guarantee the dissemination of job offers to a wider audience by increasing the internationalisation of researchers. In addition, a special effort will be performed to attract researchers that belong to underrepresented groups.

The main actions that will be carried out to address the principles of the OTM-R will be : 1. Define an OTM-R recruitment policy: include in the quality manual the criteria described in C&C AND OTMR» and « 12. Launch, awareness and communication on HRS4R and OTM-R » The strengthening of researchers' knowledge about the principles of the C&C in UNIVERSIDAD EUROPEA DE MADRID will include the dissemination of these principles in all of the institution, and the inclusion of the procedures in the Welcome Manual. These tasks will be implemented by the Vice President of Human Resources, Vice-Rector of Teaching and Research and the Director of the Communication Department.

In order to assure the OTM-R principles, UNIVERSIDAD EUROPEA DE MADRID will update its recruiting procedure including the C&C principles.

Based on the results of the OTM-R checklist, UNIVERSIDAD EUROPEA DE MADRID will update the following actions:

1. Advertising and application phase:

• Review and update of UNIVERSIDAD EUROPEA DE MADRID's current OTM-R procedure and publish it on the website.

• International Advertising. The centre will launch a new HRS4R section on its website including among others, a EURAXESS link.

2. Evaluation and selection phase:

• Define scales to evaluate the applications of each profile and include a checklist based on the offer for the evaluation of the candidate.

• Establish a procedure to receive and answer complaints and announce its existence in the job offer.

3. Appointment phase:

- Boost the career development services for researchers.

- Monitor and assess whether the OTM-R system is being implemented. UNIVERSIDAD EUROPEA DE MADRID will also adopt a quality control system that will check (internally) the whole recruitment process.

At the end, the OTM-R system will implement the following principles:

1. REVIEW CURRENT OTM-R POLICY, PRACTICES AND PROCEDURES

UNIVERSIDAD EUROPEA DE MADRID will carry out an initial review of the current system.

2. DEVELOP AND PUT IN PLACE A REVISED OTM-R POLICY

The OTM-R policy will encourage external applicants by:

a) Providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable.

b) Posting a clear and concise job advertisement with links to detailed information.

c) Ensuring that the levels of qualifications and competencies required are in line with the needs of the position.

d) Keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum.

f) Reviewing, where appropriate, the institutional policy on languages (translating the outstanding documents into English).

3. PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published on the UNIVERSIDAD EUROPEA DE MADRID website. The OTM-R policy will be complemented with templates for the process.

4. QUALITY CONTROL SYSTEM

As mentioned, the whole recruitment process is administered by the HR staff of the Administrative and Support Office, and both the IWG and OTMR-IWG will be in charge of the quality control system (review of indicators and level of implementation of each proposed action).

5. ESTABLISH OR ADAPT AN INTERNAL OTM-R GUIDE

As mentioned, an internal guide setting out clear and explicit rules and procedures for the recruitment of all researcher positions, and their templates, scales, etc. will be available on the website following the European Framework for Research Careers, which identifies four broad career profiles for researchers (R1-R4).

The guide will address all the issues in the toolkit which sets out, in chronological order, the whole recruitment process, from the job advertising/application phase through to the appointment phase.

6. TRAINING AND AWARENESS-RAISING WITHIN THE INSTITUTION

Training sessions will be provided to all those who are involved in the recruitment process. Communication meetings will include updates regarding the use of the OTM-R guide.

7. E-RECRUITMENT
   An "e-recruitment" tool will be developed if approved by the Board of Trustees.

3. Implementation

General overview of the expected implementation process:

The design of this plan has allowed the development of a governance model, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research, which, in turn, will allow UNIVERSIDAD EUROPEA DE MADRID to be in line with its European competitors.

Therefore, regardless of the duration of the evaluation process to obtain the HR Award, the implementation of the plan will begin in the third quarter of 2020.

The implementation process will be carried out through four different levels of responsibility:

1. The Steering Committee of HRS4R (SC) will be the maximum responsible and will supervise the implementation process on a regular basis. It will have the following members: Beatriz González Gálvez, Director of the Doctorate and Research School, Eva Mª Icarán Francisco Vice-Rector for Teaching and Research, Elena Gazapo Carretero Dean, and Carlos Bertran Sundheim Executive Director of Human Resources The SC will be responsible for coordinating the implementation and monitoring of the measures derived from HRS4R. It will also communicate the progress to the Senior Management.

2. The Implementation Working Group (IWG) will consist of 6-8 members of the Working Group and will invite other members of the administrative and research staff (R1 to R4) to participate. It will coordinate the deployment of the HRS4R Action Plan and will also oversee quality control.

3. The OTM-R Implementation Working Group (IWG OTM-R) will be composed of 2-3 UNIVERSIDAD EUROPEA DE MADRID's Human Resources managers. Other members of the administrative staff and researchers involved in recruitment processes, will be invited to participate. It will coordinate the deployment of specific actions related to OTM-R of the HRS4R Action Plan and will also be in charge of quality control and monitoring of the indicators.

4. The Project Leader (PL), will be David Castro González, that will report to the SC, will support both the IWG and the IWG OTM-R for deliverables development and progress and will support the SC in their control and follow-up of indicators. The PL will also be responsible for the workflow of the Plan: an easy-to-access tool for information, regular meetings, ad-hoc subcommittees with key people for specific issues, quality control and international reference perspective will be developed.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	Once the different members of the IWG and the IWG OTM-R have been selected, an initial meeting will be held with the PL to evaluate the tasks necessary for the fulfillment of the actions. The IWG will meet every three months with the PL to report on the progress of the tasks defined and the problems encountered. The PL will inform and hold semiannual meetings with the Steering Committee. The SC will inform UNIVERSIDAD EUROPEA DE MADRID's Senior Management at the two regular annual meeting this body holds. Progress will be analysed by monitoring the indicators defined for each action.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	As previously seen, the research community (R1-R4) will be part of the IWG. They will be involved in the design of the actions, the pilot tests deployment and the periodic surveys developed by the PL. In addition, one or several directed-researchers surveys will be launched (to learn more about researcher´s awareness of HRS4R criteria, to identify training needs, etc.) Through ACTION 12. The launch, awareness and communication of both the HRS4R and OTM-R, are designed with the objective of sensitising the research community about the C&C and OTM-R criteria as well as to report on its application progress. At least once a year an email will be sent to the entire research community to explain the progress in the implementation of the action plan. Specific working groups for the implementation of most relevant actions will also be created. e.g.: the improvement of the performance assessment tool, the mentoring programmes, training for supervisors, or the update and dissemination of Good Practices Guidelines, etc. These working groups will integrate staff from different units, representing the institutional diversity.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the	UNIVERSIDAD EUROPEA DE MADRID will include both the HRS4R and OTM-R action plans in the next 2020-2024 Strategic Plan. The HRS4R strategy is totally aligned with the strategy of the centre, which establishes the need to build a team of people aligned with the organisational model, based on OTM-R policies, which implies

organisation's research strategy, as the overarching HR policy.	promoting and energising the development of people and talent as well as facilitating an efficient organisational model. The IWG will also be responsible for verifying that UNIVERSIDAD EUROPEA DE MADRID's policies are consistent with the HRS4R and the actions developed within these action plans. The Head of Talent Selection and Development. the Director of HR Administration. the Director of OTRI, and the Quality & Compliance Unit Director. as well as several Group Leaders and staff, are part of the HRS4R IWG, guaranteeing the alignment of the organisational policies with the HRS4R.
How will you ensure that the proposed actions are implemented?	The Steering Committee will worn the UNIVERSIDAD EUROPEA DE MADRID senior Management of potential deviations from the original calendar, in order that contingency measures can be adopted to solve the problems and to accelerate the process. Finally, an internal audit will be carried out in the fourth year of implementation.
How will you monitor progress (timeline)?	A continuous supervision and monitoring of the plan will be established, as one of the main roles of the PL. In this sense, the IWG will hold quarterly meetings with the PL to review the development of the implementation of the tasks according to the Plan schedule.
How will you measure progress (indicators) in view of the next assessment?	All previously detailed indicators will be included in the UNIVERSIDAD EUROPEA DE MADRID´s scorecard and will be checked at least biannually to find evidence of any deviation from the HRS4R or the internal policies. Close to the end of the second year, it will be sent a new survey to all the employees, in order to assess again their satisfaction and awareness on HRS4R policies and actions implemented. The results of said survey will be analysed and considered for further actions. After 24 months, the final report will be submitted for formal interim assessment. The evaluation templates available in EURAXESS will be used for these reports. These reports will be approved by the Steering Committee.