

ACTION PLAN

HRS4R - Human resources Strategy for Researchers

July 2019

ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>ACTION 1: PREPARE A RESEARCH PLAN (RP). A generic research plan will be developed for the entire institution, and other plans will be customised for the different faculties (Health, Psychology and Communication). In addition, research support programmes both the institution and specific for each faculty will be established. These will allow for the definition of research priorities. An English and castellan version will be available on line.</p> <p>Strengthen Open Access and Open Data, to improve the situation of researchers. Maintain and strengthen the current repository. Organize a training session to elaborate the Data Management Plans (DMP), etc.</p>	7. Good practice in research	Q1-Q2 2021	<ul style="list-style-type: none"> Vice Deans of Research of each School TTO (Technology Transfer Office) Director 	<ul style="list-style-type: none"> Research plans (general and specific) published. Increase 10% the open access repository At least 50% of researchers attend to the training session
<p>ACTION 2: BLANQUERNA'S OTM-R POLICY: UPDATE THE QUALITY MANUAL WITH THE C&C AND OTMR CRITERIA.</p> <p>i) Update the recruitment procedure, including all the OTM-R and C&C criteria not previously included. Check recruiting procedures for R2.</p> <p>ii) Publish job offers for researchers in English on BLANQUERNA's website, EURAXESS, and international scientific portals and journals.</p> <p>iii) Add additional information on the job call, including C&C</p>	11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency	Q1-Q2 2020	<ul style="list-style-type: none"> Human Resources Vice Deans of Research of each faculty 	<ul style="list-style-type: none"> OTMR policy published. 100% of job offers published online and on EURAXESS. 100% of job offers include additional information. Selection Committee participates in 100% of selection procedures. Publish detailed scales. Publish OTMR Policy:

<p>recommendations.</p> <p>iv) Formalise the composition of Selection Committee, following OTM-R and C&C criteria, increasing diversity, multidisciplinary and gender balance.</p> <p>v) Define more detailed scales, including those mentioned in the C&C which are not incorporated (e.g. creativity, independence, variations in the chronology of CV, intersectoral mobility).</p> <p>vi) Write the “OTMR Policy: Selection and recruiting guide,” including templates incorporating C&C and OTMR criteria.</p> <p>vii) Establish the conditions for hiring post-doctoral recruits. To increase the number of doctoral posts contracted for projects.</p> <p>viii) Elaborate OTMR and C&C online material (Catalan, Castilian and English) and organise training sessions.</p>	<p>(Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p> <p>18. Recognition of mobility experience (Code)</p> <p>19. Recognition of qualifications (Code)</p> <p>20. Seniority (Code)</p> <p>21. Postdoctoral appointments (Code)</p>		<p>Selection and recruiting guide and templates.</p> <ul style="list-style-type: none"> • OTMR and C&C material and training courses available. • 100% of IP researchers are trained on OTMR and C&C. • 100% of HR staff are trained on OTMR and C&C. • Increase in the number of post doctorals.
<p>ACTION 3: UNIFY PROCEDURES, REGULATIONS AND COMMON INITIATIVES IN THE THREE FACULTIES.</p> <p>In all the possible issues and activities (Dissemination Plan, Good Practice Research Manual, Equality Plan, updated Welcome Manual for researchers, Rules of Protection of</p>	<p>9. Public engagement</p> <p>8. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p>	<p>Q1-Q2 2021</p> <ul style="list-style-type: none"> • TTO Director 	<ul style="list-style-type: none"> • Dissemination Plan published online. • Good Practice Research Manual published online. • Equality Plan published online.

<p>Intellectual Property Rights, etc.).</p> <p>An English and castellan version will be available on line.</p>	<p>27. Gender balance</p>			<ul style="list-style-type: none"> • Welcome Manual for researchers published online. • Rules of Protection of Intellectual Property Rights published online.
<p>ACTION 4: DEFINE THE CRITERIA FOR DISTRIBUTION OF RESEARCH INCOMES.</p> <p>Define criteria and write a norm for the distribution of competitive and non-competitive research incomes for: overheads, corporate initiatives and financing of research groups.</p> <p>An English and castellan version will be available on line.</p>	<p>6. Accountability</p>	<p>Q2-Q32023</p>	<ul style="list-style-type: none"> • General Manager 	<ul style="list-style-type: none"> • Publish norm for distribution of research incomes.
<p>ACTION 5: PREPARE A TECHNOLOGICAL PORTFOLIO.</p> <p>The Technology portfolio will act as a summary of all the possible technological offers of BLANQUERNA'S research groups and will be visible both for internal and external clients. It will include information about groups, technologies, capacities, etc.</p> <p>An English and castellan version will be available on line.</p>	<p>23. Research environment</p>	<p>Q2-Q3 2020</p>	<ul style="list-style-type: none"> • TTO Director 	<ul style="list-style-type: none"> • Technology portfolio published online. • Increase 10% the internal and external collaborations
<p>ACTION 6: OFFER SUPPORT FOR PROFESSIONAL CAREER DEVELOPMENT.</p> <p>Write an informative document about professional research</p>	<p>28. Career development 30. Access to career advice</p>	<p>Q3-Q4 2020</p>	<ul style="list-style-type: none"> • Human Resources Director 	<ul style="list-style-type: none"> • Informative document of professional research career options published online.

<p>career options, inside and outside BLANQUERNA, especially highlighting the influence and possibilities of international or industry opportunities in professional development. It will be especially focused on R1 and R2.</p> <p>Update the professional career plan for teaching staff and researchers to include career options outside the institution.</p> <p>Organise an annual workshop on career options in Health, Psychology and Communication.</p> <p>An English version will be available online.</p>		<ul style="list-style-type: none"> • At least 3 workshops organised for professional career development. • At least 50 attendees at each workshop.
<p>ACTION 7: PILOT A MENTORSHIP PROGRAMME FOR R2. Design, deploy and evaluate a pilot mentoring programme focused on R2 researchers. Mentorship's benchmark of international good practices will be followed. The programme will have the help of Blanquerna`s researchers and will be organised independently or associated with URLL. Starting with the selection of a network of mentors who will be trained, the programme is aimed at developing the potential of young researchers by transfer of knowledge and learning through the experiences of seniority. Mentors will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life. Workshops and materials will be available for mentees.</p>	<p>28. Career development</p> <p>Q3-Q4 2020</p>	<ul style="list-style-type: none"> • Vice Deans of Research of each faculty • TTO Director • Mentorship programme published. • Workshops and courses organised for mentees. • At least 3 mentors participate in the programme. • At least 10 mentees follow the mentorship programme.
<p>ACTION 8: REVIEW THE CURRENT STATUS AND PROPOSE A TEACHING REASSIGNMENT PROGRAMME BASED ON THE</p>	<p>33. Teaching</p> <p>Q1-Q2 2023</p>	<ul style="list-style-type: none"> • Board of Direction • Status report approved.

LOAD AND RESEARCH RESULTS.

Prepare a Status Report and proposal of a solution to promote the research activity and reduction of the teaching load. Analyse the economic impact and options to maintain teaching excellence while increasing research excellence.

Link this research/teaching reassignment with the scales established in the organisation for the development of the professional career.

ACTION 9: UPDATE THE WEBSITE, ESPECIALLY THE CORPORATE RESEARCH SITE.

Unify the website of the three schools to make common information more accessible to the internal and external public on a single webpage:

- financing options (public, private, regional, national, European, international, etc.)
- Strategic initiatives
- Scientific results and outputs
- Science dissemination activities

An English and castellan version will be available.

- 7. Good practice in research
- 8. Dissemination, exploitation of results
- 9. Public engagement

Q1-Q2 2022

- TO Director

- New webpage published.
- At least 20% increase in the number of visits to the website.

ACTION 10: UPDATE THE WELCOME MANUAL WITH KEY INFORMATION FOR RESEARCHERS.

It will include information about:

- 5. Contractual and legal obligations

Q1-Q2 2020 and annual updates

- Human Resources Director
- TTO Director

- Updated Welcome Manual published online.

<p>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 Include updated information about BLANQUERNA's initiatives on open science; the intention is to make BLANQUERNA's publicly funded research results, publications and research data freely accessible in digital format with little to no restriction. Two workshops will be organised annually, aimed to present BLANQUERNA and key information to new researchers. An English and castellan version will be available on line.</p>	<p>7. Good practice in research 8. Dissemination, exploitation of results 31. Intellectual Property Rights 35. Participation in decision-making bodies</p>		<ul style="list-style-type: none"> • Centralised repository of training activities generated at BLANQUERNA. • Two workshops organised with at least 30 attendees.
<p>ACTION 11: ESTABLISH COMMON INTELLECTUAL PROPERTY NORMS.</p> <p>Write and approve the intellectual property policy, (considering the singularities of the research areas), defining the criteria for patentability and distribution of royalties for exploitation of technologies to the organisation, groups and researchers.</p> <p>Define IPR policy and align it with a general URL policy.</p> <p>Organise a workshop aimed to present the new norm to the researchers.</p> <p>An English and castellan version will be available on line.</p>	<p>8. Dissemination, exploitation of results 31. Intellectual Property Rights</p>	<p>Q1-Q2 2021</p> <ul style="list-style-type: none"> • TTO Director 	<ul style="list-style-type: none"> • IPR norm approved. • At least 30 attendees at the workshop.

<p>ACTION 12: ESTABLISH A PROCEDURE AND REPORT ON THE MECHANISMS OF COMPLAINTS.</p> <p>Establish and approve a procedure to submit complaints to the vice deans and include the resolution of research conflicts among its tasks.</p> <p>Also include the existence of Sindic de Greuges (ombudsman) from URL and its tasks in the Welcome Manual.</p> <p>An English and castellan version will be available on line.</p>	<p>34. Complaints/ appeals</p>	<p>Q3-Q4 2021</p>	<ul style="list-style-type: none"> • Human Resources Director • TTO Director 	<ul style="list-style-type: none"> • Procedure approved. • Increase In the number of presented claims. • Number of resolved claims.
<p>ACTION 13: PROMOTE LABOUR CONCILIATION.</p> <p>Define, considering the new national legislation, labour conciliation policies including teleworking. Prepare a brief guide with the recommendations for teleworking and make it available in the Welcome Manual for researchers.</p> <p>An English and castellan version will be available on line.</p>	<p>24. Working conditions</p>	<p>Q1-Q2 2020</p>	<ul style="list-style-type: none"> • Human Resources Director 	<ul style="list-style-type: none"> • Publish the new norm. • % of researchers that telework.
<p>ACTION 14: HRS4R KICK-OFF, AWARENESS AND COMMUNICATION OF HRS4R AND OTM-R.</p> <p>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</p>	<p>All</p>	<p>Q12020-Q42024</p>	<ul style="list-style-type: none"> • Vice Deans of Research of each faculty 	<ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTMR constituted. • At least 50 researchers attend C&C training sessions. • At least 5 HR staff attendants at C&C training sessions. • Survey on HRS4R to address the awareness.

dissemination of the C&C key lessons to research staff.

Training sessions on OTMR for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held during the Annual Innovation and Research Symposium at BLANQUERNA and during the Annual Symposium for Researchers at URL.

New contents on OTMR and HRS4R will be available in Spanish and English on the website.

New survey on HRS4R will be sent to researchers before the intermediate review (2 years).

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: http://www.blanquerna.url.edu/upload/seccions/2456_1_MSGIC.pdf

IMPLEMENTATION

General overview of the expected implementation process:

The design of this plan has enabled the development of a model of governance, 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 enable BLANQUERNA to be in line with its European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q4 2019.

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

1. Steering Committee on HRS4R (SC) will be the maximum office and will oversee the implementation process on a regular basis. It will be composed of General Director, General Manager, Head of Research & Innovation, Vice Dean of Research FCRI, Vice Dean of Research FPCEE, Vice Dean of Research FCS, Dean FCRI and Dean FPCEE responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will also communicate the advances to BLANQUERNA's Board of Directors.
2. Implementation Working Group (IWG) will be composed of 6-8 members of the Working Group and will invite other research and administrative staff members to participate. It will coordinate the deployment of the HRS4R Action Plan and will also control quality.
3. Implementation OTM-R Working Group (OTM-R IWG) will be composed of 2-3 Human Resources staff members responsible, and other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.
4. Technical Secretariat (TS), will be led by Head of Research & Innovation, reporting to the Steering Committee will give support to the IWT and OTM-R IWG for the preparation of deliverables, and will support the SC to follow up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

The commitment of BLANQUERNA includes a budgetary allocation, aimed at hiring/designating specialised personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

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
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Once the different IWG and OTM-RIWG, members are chosen, a kick off meeting will be held with the TS to assess the different tasks needed for the fulfilment of the actions.</p> <p>The IWGs will meet on a bi-monthly basis with the TS to report about the progress in the tasks defined and problems encountered.</p> <p>The TS will report and hold bi-monthly meetings with the Steering Committee.</p> <p>The SC will Report to the Board of Directors on a quarterly basis.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>As seen above, the research community (R1-R4) will be a part of the IWG. They will be involved in the design of the actions, the pilot deployment testing and the periodical surveys developed by the TS.</p> <p>Additionally, several surveys (surveys to increase the awareness of the HRS4R criteria, to identify training needs, etc.) will be launched to the research community.</p> <p>A n specific action, ACTION 14. HRS4R KICK-OFF, AWARENESS AND COMMUNICATION OF HRS4R AND OTM-R, is designed with the objective of raising awareness in the university community about the C & C and OTM-R criteria and, also, to report on progress in implementation. Each semester a mail will be sent to all the research community to explain the progress in the implementation of the action plan.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation’s research strategy, as the overarching HR policy.</p>	<p>BLANQUERNA will include in the next Strategic Plan 2020-2024 the HRS4R and OTM-R actions plan.</p> <p>The IWG will also be responsible for verifying that BLANQUERNA policies regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The SC will alert from deviations of the timeline to the Governing board, that will take the corresponding actions to add more resources to control the deviations of the original plan.</p> <p>Additionally, a quality control will be performed every two years by an external reviewer and international expert on HRS4R issues.</p> <p>Finally, at the fourth year, an Internal audit will be performed.</p>

<p>How will you monitor progress (timeline)?</p>	<p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. IWG will hold bi-monthly meetings with the TS to review the development of the implementation of the tasks defined for the actions currently in progress.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The previously detailed indicators will be included in BLANQUERNA's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organisational policies.</p>