



CAMPUS
DE EXCELENCIA
INTERNACIONAL

Universidad Politécnica de Madrid

TEMPLATE 2: HR STRATEGY

Action Plan

May 2018

CONTACT DETAILS

Name of Organisation under review: Universidad Politécnica de Madrid

Organisation's contact details: Prof. Dr. Asunción Gómez-Pérez
Vice Rector of Research, Innovation and Doctoral Studies

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1.1.1. DESCRIPTION OF THE ACTIONS

Principle targeted	Action Title	Description of the action	Indicators / Targets	Timing
All	A1. HRS4R Kick-off, awareness and follow-up.	<p>Kick-off: Steering Committee of HRS4R (2-4 members): Decision-making body in charge of strengthening awareness, commitment and implementation of the Charter & Code criteria.</p> <ul style="list-style-type: none"> – Implementation of Working Group of HRS4R (6-8 members): Creation and implementation of a working group with the task of defining and implementing the majority 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. – Implementation of Working Group OTM-R system (2-4 members): Creation and implementation of a working group with the task of reviewing and defining the processes for selecting and recruiting researchers, for the progressive adaptation to the OTM-R system. The group will consist of representatives of all services with competence in selection and recruitment of researchers. – Awareness: The goal is to attain an increasing application of the C&C criteria in the research community and in everyday research practices. – Organize a specific OTMR seminar for HHRR managers, researchers responsible of recruiting processes, HRS4R implementation Working Group’s members, etc. The seminar will be imparted by HRS4R-OTMR national experts and technical or research staff involved in the implementation of HRS4R from other universities. – Include the actions defined in this Action Plan in the Research Strategic Plan of the UPM (if possible). – Prepare online multilingual material explaining the advantages of the application of the C&C principles and updates of the HRS4R website, distribute it among all the researchers and incorporate this information into the welcome manual for researchers and online. – Schedule periodical briefings in various departments to influence the dissemination of the C&C key lessons to research staff. – Schedule periodical briefings with the institution’s management committees and boards to introduce the OTM-R and C&C key lessons to the administration staff. – Incorporate new researchers that wish to join the Implementation Working Group (IWG) and to become “Delegates for HRS4R” for the different campuses. 	<ul style="list-style-type: none"> – WG HRS4R constituted – WG OTMR constituted – Surveys to address the awareness (Quality Observatory) 	<p>Q3 2018 to Q4 2023</p>

	<ul style="list-style-type: none"> – A special <u>OTM-R seminar</u> will be organised for all the Human Resources staff, the directors of the research institutes, and all of UPM’s staff with responsibilities in this process. – Follow-up and Support: The Technical Secretariat will coordinate all the implementation process, connecting the Specific Working Teams with the IWG. The Secretariat will oversee reporting to the IWG, give support for the preparation of deliverables, and ensure that all documents are delivered in an online version in Spanish and English. The TS will also be responsible for a dynamic workflow articulated along the plan: a cloud tool for 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. – It will coordinate the deployment of the HRS4R Action Plan, control the quality of deliverables, follow up on indicators and elaborate reports for internal and external evaluation. Additionally, it will evolve, in a coordinated fashion, the communication plan, and the continuous evaluation process. – The Vice Rectorate for Quality and Efficiency will be responsible for the quality of the implementation of C&C and mainly for OTM-R practices. 	
<p>2,3, 6, 7, 31, 32</p> <p>A2. Write the UPM’s manual of good research practices.</p>	<ul style="list-style-type: none"> – Write UPM’s manual of good research practices including the following topics: <ul style="list-style-type: none"> • Researchers’ ethical principles • Professional responsibility • Accountability • Intellectual property • Co-authorship, co-direction normative, etc. – Include ethical issues and cross-disciplinary education in the R1 researchers training. This information could be accessed via seminars or face-to-face or digital courses. Learning material should be written (Spanish and English online version), and instructors or digital platforms should be trained or implemented. – This manual will be accessible in Spanish and English, will be available for download from the researchers’ webpage, and will be publicly presented in the technical schools and research centres; this manual will be provided to the newcomers together with the welcome manual. 	<ul style="list-style-type: none"> – Multiple-choice test to evaluate the knowledge of the topic included in the manual of good research practices. Q4 2019 – Evaluation of the ethical contents of the cross-disciplinary education course of R1
<p>7, 12, 13, 14, 15, 16, 17, 18, 19,</p> <p>A3. Write a manual in good recruitment practices.</p>	<ul style="list-style-type: none"> – Write a short manual in good recruitment practices for researchers that manage research projects and recruit other researchers, including OTM-R recommendations (Spanish and English online version). – Biennial self-assessment of compliance with the OTMR process, surveying new recruited 	<ul style="list-style-type: none"> – Multiple-choice test about the information included in the manual concerning recruitment practices. Q1 2019 Q4 2019 Q4 2021



20, 21		researchers and human resources managers. Write a report summarizing the results and providing recommendations.	– OTMR report
11, 33	A4. Improve the control and evaluation systems of teaching activity.	<ul style="list-style-type: none"> – Improve the control system for teaching activities for R3 and R4 researchers. – Include all R2 researchers whose contracts include teaching activities in the new DOCENTIA teaching activity evaluation system. 	<ul style="list-style-type: none"> – Teaching control software operative inclusion Q3 2018 to Q2 2019
10	A5. Analyse the participation of women in research, innovation and doctorate.	<ul style="list-style-type: none"> – Analyse the participation of women in research, innovation and doctorate by R1-R4 profile, every two years using surveys, interviews and working focus groups. Recommendations will be given after the analysis, including the writing of an action plan if needed. – Based on the results, review the Gender Plan, the functions of the Gender Unit and the Gender Observatory. 	<ul style="list-style-type: none"> – Report of the results of the analysis. Q2 2019 & Q2 2021 & Q2 2023
11	A6. Establish procedures for the official evaluation of R1 and R2 researchers hired within research projects.	<ul style="list-style-type: none"> – Define and write guidelines for the evaluation of R1 and R2 researchers in research: Elaboration of a document certifying the positive evaluation of the research performed by R1 and R2 researchers hired within research projects. For example, a certificate of annual or biennial evaluation, or a document at the end of the project. – Biennial self-assessment of compliance with the guidelines for the evaluation of R1 and R2 researchers process: survey and report of results and recommendations. 	<ul style="list-style-type: none"> – Guidelines or official procedures for the evaluation of R1 and R2. Q1 2019 to Q2 2019 Q1 2020



12, 13	A7. Create the Central Unit for the Reception of foreign researchers.	<ul style="list-style-type: none"> – Creation of the Central Unit for the Reception for foreign researchers. A centralised service will be implemented for the reception and mentoring of new foreign researchers, strengthening the activity of the Euraxess Centre. It could include services for: Visa, residence permit, working in Spain; University guest houses and accommodations for visiting scientists and scholars; and for doctoral students, information about schools, kindergartens and day-care benefits; etc. – Creation of a web page for the foreign researchers summarising this information. 	<ul style="list-style-type: none"> – Central Unit for the Reception foreign researchers. – Website published. 	Q1 2020 to Q3 2020
5,10,12,13, 15, 24, 26	A8. Translate job offers and contracts to English.	<ul style="list-style-type: none"> – The OTM-R working group will supervise the English translation of all the job offers published in Spanish and the posting of both versions on job offer platforms. All the contracts will be also translated into English, with special attention given to the contracts for researchers hired within research projects. Other documents will also be translated to English, such as the UPM good research practices manual, welcome manual etc. 	<ul style="list-style-type: none"> – Contracts and job offers written in English. 	Q1 2019 to Q2 2019
3, 5, 9, 31, 33, 36, 37, 38, 39, 40	A9. Improve the diffusion of UPM's training offers and address the training offer to all research profiles.	<ul style="list-style-type: none"> – Reinforce the diffusion of the training offers, especially for R1 and R2 researchers of ICE, OTRI and OPE, in cross-disciplinary training and teaching. http://www.upm.es/Estudiantes/Estudios_Titulaciones/Estudios_Doctorado/Actividades_formativas_Doctorado. – Also reinforce the dissemination of the training courses webpage (https://eventos.upm.es/). – Centralise all the public engagement activities on one website and make it easily accessible. – Include a list of the calls of the self-funded research programme. 	<ul style="list-style-type: none"> – New training contents offer. – Public engagement website published. – Self-funded research programme list published. 	Q3 2019 to Q4 2019
23	A10. Publish a catalogue of scientific infrastructures.	<ul style="list-style-type: none"> – Elaborate a catalogue including all the scientific and technological equipment available at the departments, institutes and research centres, highlighting the available singular scientific and technological institutes (ESFRI) The catalogue could also include other available scientific services, outside of UPM, that could be accessed by the UPM researchers. 	<ul style="list-style-type: none"> – Scientific infrastructures catalogue published. 	Q1 2020 to Q2 2020
28, 30	A11. Launch a pilot mentorship programme.	<ul style="list-style-type: none"> – Design a pilot programme of mentors for researchers, starting with the selection and training of a network of mentors aimed to develop the potential of young researchers, by transfer of knowledge and learning through the experiences of seniority. The mentor will help and guide the mentee to develop their research career, as well as other aspects in his personal and professional life. This network will be made up of senior researchers and professionals outside UPM, such as executives, businessmen, etc. 	<ul style="list-style-type: none"> – Evaluation of the alumni of the mentorship service. – Total number of mentors – Total number of young researchers mentees 	Q3 2018 to Q1 2020



12, 13, 14, 15, 16, 17, 18, 19, 21	A12. Update the existing norms and write a guide for the recruitment of researchers hired within research projects (managed by the OTT).	<ul style="list-style-type: none"> – Update the recruiting norms for the hiring of researchers within research projects: a) include dissemination as a positive criterion; b) include a merits valorisation scale; c) include the current guidelines concerning disadvantaged groups. – Develop a recruitment OTM-R guide for the researchers recruited within projects, including the OTM-R and C&C recommendations: a) information about job conditions, labour rights and professional development prospects; b) information about the communication of the resolution of the call to the researchers; c) a clear description concerning the objectives and timetable of the post-doctoral appointments; d) recommendation of using personal interviews along the selection process. – Organize a specific seminar aimed at HHRR managers, researchers responsible of recruiting processes, HRS4R implementation Working Group`s members, etc. to present the updated norms and Recruitment Guide. 	<ul style="list-style-type: none"> – Updated norm Q1 2019 to – Recruitment guide Q3 2019 approved.
9	A13. Create the UPM's Prize for scientific dissemination.	<ul style="list-style-type: none"> – Design the essentials of the contest and call on a yearly basis: a prize for scientific dissemination for the 4 categories of different scientific profiles (R1, R2, and R3-R4). – In addition, this action could be reinforced by including the contest in the "investigator's portal" intranet, an application to enable researchers to contact the Scientific Culture Unit directly, regarding the new results of their personal research that should be disseminated to society. 	<ul style="list-style-type: none"> – Prize call disseminated, and prize awarded. Q1 2020 to Q2 2020
28, 30	A14. Offer support for professional career development.	<ul style="list-style-type: none"> – Design a map of professional research career options, inside and outside UPM, highlighting especially the influence and possibilities of international or industry opportunities in professional development. Specific R1 career advice will mainly include an analysis of destinations and positions outside the UPM, including the industrial sector (intersectoral). – Design training activities for professional development and include them at the cross-disciplinary training in the 3rd and 4th years of doctorate. – Foster and coordinate the activities, providing a higher visibility to the official agreements established with industry, business associations, business chairs, etc. 	<ul style="list-style-type: none"> – Publication of the map of professional career options. Q1 2019 & Q2 2019 & Q1 2020 & – Users' evaluation. Q2 2020 & Q1 2021 & Q2 2021
13	A15. Create a unified job offer website.	<ul style="list-style-type: none"> – Create a unified and centralised job offer website, specially to group together the calls for the recruitment of researchers hired within a certain project. The website will manage the recruitment processes in a centralised fashion, in accordance with the OTM-R recommendations, and will include a job alert service. 	<ul style="list-style-type: none"> – Job offer website operative. Q2 2019 to Q4 2019 – % of job offers published on line



26, 25	A16. Launch a call for the incorporation and retention of talented researchers.	<ul style="list-style-type: none">– Define the procedures to generate a call to incentivise the incorporation and retention of talent. The consolidation of five R2 positions, recruited by competitive calls.– In addition, to offer a more competitive job offer, efforts will be made to supplement the current salary of R2 researchers hired by competitive calls.	<ul style="list-style-type: none">– Consolidate positions. Q3 2018– Nº of researchers recruited.
1,2, 3, 4, 5, 6, 7, 8, 10, 11, 13, 23, 24, 27, 28, 29, 31, 33, 34, 35, 36, 37, 38, 39, 40.	A17. Elaborate a welcome manual for researchers.	<ul style="list-style-type: none">– Elaborate a welcome manual that would collect the most relevant aspects that new UPM researchers should know. It would also be disseminated among current UPM researchers. The manual should include issues like:<ul style="list-style-type: none">▪ Recruiting, performance assessment, and HRS4R strategy▪ Participation of the different professional profiles in the governing and decision-making bodies of UPM▪ Complaints mechanism and functions of the University Ombudsmen▪ Ethical aspects▪ Anti-plagiarism software▪ Intellectual properties guidelines▪ Co-authorship, co-direction normative, etc.▪ Professional attitude and description of the existing support systems for project management▪ Good supervision practices at the UPM▪ Security and risk prevention issues; workplace health, also including insurance procedures for international mobility▪ Personal and professional life balance measures, non-discrimination and gender policies▪ Mobility calls▪ Centralised repository of training activities generated at UPM	<ul style="list-style-type: none">– Published manual. Q2 2019

1.1.2. GANTT DIAGRAM

The UPM schedule for the implementation of HRS4R is set to start activities on Q3 2018. Some actions are proposed with an evolutionary approach, to have partial versions that integrate results from other actions.

Actions / Sub-actions	2018		2019				2020				2021				2022				2023				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
A1. HRS4R Kick-off, awareness and follow-up.																							
Kick-off																							
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Design the systems																							
Validate and launch																							
A16. Launch a call for the incorporation and retention of talented researchers.																							
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Launch pilot																							
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A13. Create the UPM's Prize for scientific dissemination.																							
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