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HR EXCELLENCE IN RESEARCH

USAL REVISED ACTION PLAN 2021-2024

Human Resources Strategy for Researchers

References

Case number:	2018ES324070
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Actions and Calendar have been updated according to the evaluation of the Internal assessment (July 2021) and paving the way for the renewal phase “The next coming years will be guided by leveraging the impact of the work done in our different key actions on the university community

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1. Actions

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

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A1. KICK-OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA.	All	Q3 2019	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer 	<ul style="list-style-type: none"> ▶ WG HRS4R constituted ▶ WG OTM-R constituted ▶ Online material prepared ▶ Report of the biennial HRS4R survey
		Current status	Remarks	
		Completed	<p>The HRS4R website in USAL gathers the updates concerning the evolution of the HR policies in the institution: https://investigacion.usal.es/hrs4r</p> <p>The kick-off meeting had an attendance of 82 people, most of them (78) from the Teaching and Research Staff. 3 attendants belonged to the Administrative Units. It was also recorded and offered for later consultation at https://investigacion.usal.es/en/research-strategies#hrs4r:tmp_conv1seminar</p> <p>The Implementation Working Group (IWG) was appointed slightly after the HR Excellence Award was granted to USAL, taking as its base the previous existing HRS4R Working Group.</p> <p>The OTM-R Group was renewed for the implementation phase, as it was considered that the already involved personnel remained to be the most appropriate for the assigned tasks.</p> <p>The biennial survey was carried out between the end of June and mid-July with a remarkable high participation of more than 680 replies. The results were quite revealing for the future decision-making about the steps to be taken at USAL.</p>	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A2. UNIFY AND ORGANIZE WEB INFORMATION	09. Public engagement	Q1, Q2 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer 	<ul style="list-style-type: none"> ▶ Website updated ▶ Special communication events performed ▶ Increase in 50% the number of clicks in each web page
	29. Value of mobility			
	38. Continuing Professional Development			
		Current status	Remarks	
		Completed	<p>The Research Portal at USAL (https://investigacion.usal.es) has continuously being updated along the implementation process in order to include the new documents and sections that relate directly to the rest of the Actions of the HR Strategy for Researchers:</p> <ul style="list-style-type: none"> ▶ Outreach (Scientific Culture and Innovation Unit): https://culturacientifica.usal.es/ ▶ IP-related information: https://investigacion.usal.es/en/intelectual-property ▶ Teleworking: https://investigacion.usal.es/es/info-teletrabajo ▶ Training: https://investigacion.usal.es/en/researchers-training <p>Although this Action is marked as complete, it is acknowledged that this website must be in continuous renewal for being one of the main information sources for the research community.</p> <p>Along these years the Scientific Culture and Innovation Unit has been particularly active, even along the pandemic lockdown. Some of the most remarkable among the 59 activities performed only in 2021, have been the following: “<i>Women that change USAL</i>” (Exhibition at the International day of the Woman and girls in Science 2021); “<i>After the Pandemic: now what?</i>” (Talk in Scientific Spring 2021); “<i>Importance of the energy efficiency</i>” (Talk); “<i>Capsule of Climate Hope</i>” (Talk)</p> <p>The clicks of the website have been recorded along the last years: 2018-2019: 46324; 2019-2020: 46673; 2020-2021: 58242; A significant increase of 25% in the number of visits has been observed in the last year when most of the changes and contents were introduced, although the target figure of 50% has not been reached.</p>	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)	
A3. USAL WELCOME MANUAL FOR RESEARCHERS AND TRAINING SESSION.	05. Contractual and legal obligations	Q3, Q4 2020	▶ Vice Rectorate of Research and Knowledge Transfer	▶ Welcome manual published online ▶ At least 100 attendees at the biannual training course for newcomers	
	07. Good practice in research				
	09. Public engagement				
	24. Working conditions				
	27. Gender balance	Current status	Remarks		
	28. Career development	Completed	A Welcome manual with the most important information for newcomers has been written, it will be progressively updated and improved. It is accessible on the HRS4R website https://investigacion.usal.es/en/research-strategies#hrs4r:resources . Concerning the biannual training course for newcomers, these training activities has not been organized due to the Covid-19 pandemic. As an alternative approach, a “Welcome website” (https://investigacion.usal.es/es/welcome-researchers) was set up, containing also the welcome manual, but also videos informing the potential USAL newcomers about relevant issues for their integration to their new workspace. Additionally, researchers who will be recruited by USAL in the upcoming year will be invited to the Welcome Fair organized yearly at the beginning of the academic course.		
	29. Value of mobility				
	33. Teaching				
34. Complaints/appeals					
A4. WRITE USAL'S CODE OF GOOD PRACTICES IN RESEARCH	02. Ethical principles	Q1, Q2 2020	▶ Vice Rectorate of Research and Knowledge Transfer	▶ Manual published Online ▶ At least 50 attendees to workshops	
	03. Professional responsibility				
	07. Good practice in research				
	31. Intellectual Property Rights	Current status	Remarks		
	32. Co-authorship	Completed	The Manual of Good Practice in Research has been elaborated and it is published. Spanish version is complete and it is available at: https://investigacion.usal.es/sites/investigacion.usal.es/files/hrs4r/MBPI.pdf Workshops are planned to be organised September 2021 onwards.		
	40. Supervision				

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A5. BOOST THE ETHICS/BIOETHICS COMMITTEE RESOURCES AND CAPABILITIES	02. Ethical principles	Q4 2019, Q1 2020	▶ Vice Rectorate of Research and Knowledge Transfer	▶ Updated ethical/bioethical committee
	03. Professional responsibility			
				▶ Manual updated published online in Spanish and English
		Current status	Remarks	
		Completed	Bioethical Committee is in the last stage of the process to changing its denomination. It has been already decided to be modified to “Ethics Committee for Research” (as translated from Spanish), which will encompass all study fields. Currently, the Ethics Committee for Research is in the process of reviewing its internal regulations. This process is bound to be completed by October 2021, and the resulting regulations will be made public right after, and sent for translation to the Language Central Service along with the Manual for project evaluation.	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A6. IMPROVE GENERAL OTM-R PROCEDURES	12. Recruitment	Q3 2020-	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Teachers and Academic Organisation 	<ul style="list-style-type: none"> ▶ Portal accessible to 100% candidates ▶ 100% of the job offers published in English and Spanish. ▶ 100% of job offers published on EURAXESS platform ▶ Mailing list created
	13. Recruitment (Code)	Q3 2022		
	14. Selection (Code)			
	15. Transparency (Code)			
	16. Judging merit (Code)			
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)	Current status		
19. Recognition of qualifications (Code)	In progress	<p>The accessibility of the job portal is currently limited to candidates holding a valid Electronic Certificate. A working alternative has been proposed by the subcontracted software that provides this service. This alternative is currently in internal testing stage, and is expected to be implemented in October 2021.</p> <p>The translation of the most common call models, along with the application forms for Research hiring are being designed. Also, the job platform (again, dependent on an external software provider) is in translation.</p> <p>All researcher and technician job offers linked to European, International, and the USAL own programmes have been published in the institutional account of EURAXESS.</p> <p>The creation of mailing lists supposes a technical challenge concerning the implementation with the Job Portal. Ideas have been outlined by the appropriate technical staff. Prototypes of the implementation of these mailing lists are expected to be tested in the forthcoming year.</p> <p>The previous actions covering different revised areas of the OTM-R policy (improve the access to portal, offers published in European platforms), are the first steps towards a completion of the implementation of this policy that will culminate in the “OTM-R hiring manual”. USAL continues in this line.</p>		
20. Seniority (Code)				

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A7. IMPLEMENT AND TRAIN ON OTM-R PROCEDURES	12. Recruitment	Q1 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Teachers and Academic Organisation 	<ul style="list-style-type: none"> ▶ Selection and Recruiting OTM-R guide published ▶ Publish evaluation scales for the recruitment of researchers considering the chronological variation of CV ▶ At least 20 attendees at training courses on OTM-R for administrative staff available ▶ At least 65 attendees at training courses on OTM-R for researchers involved in recruiting processes available ▶ Basic information on OTM-R included in welcome manual
	13. Recruitment (Code)			
	14. Selection (Code)			
	15. Transparency (Code)			
	16. Judging merit (Code)			
	17. Variations in the chronological order of CVs (Code)			
	18. Recognition of mobility experience (Code)			
	19. Recognition of qualifications (Code)			
20. Seniority (Code)	Current status	Remarks		
	In progress	Given that this action is programmed for Q1 2022, this action still remains in a very early stage. Still, there are initial drafts of the training contents that will be provided to the administrative staff and researchers involved in recruiting processes, including the "OTM-R hiring manual".		

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A8. PILOT THE USAL MENTORSHIP PROGRAM	28. Career development	Q1 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Graduate Studies 	<ul style="list-style-type: none"> ▶ Pilot mentorship program set up ▶ At least 20 attendees at training courses to improve the mentorship abilities and mentors available
	30. Access to career advice			
	Current status	Remarks		
Completed	<p>A new mentorship programme has been set up for the course 2021 (https://investigacion.usal.es/mentor2). With a demand from the R2 researchers slightly below the expected, the programme is currently under way. It will be decided whether to continue it or offer it along the mentorship programme that is currently established for R1 researchers.</p> <p>Training courses to improve mentorship abilities were lectured; the 20 attendees' course was not reached, as the demand was lower.</p>			
A9. OFFER SUPPORT FOR PROFESSIONAL CAREER DEVELOPMENT	09. Public engagement	Q1 2021	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Graduate Studies 	<ul style="list-style-type: none"> ▶ Map research career options published on line ▶ At least 80 attendees at workshops and courses organized for professional career development
	28. Career development			
	30. Access to career advice			
Current status	Remarks			
Completed	<p>The professional research career guide is published as an Annex of the Manual for Professional Research Options published in https://investigacion.usal.es/en/research-strategies#hrs4r:resources</p> <p>Courses covering professional career development, more specifically, Workshops about Social and Cultural Entrepreneurship for PhD students, are periodically lectured by the Professional Integration, Internships, Employment and Entrepreneurship Service (SIPPE) with an attendance that exceeds the indicator figure.</p>			

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)	
A10. COLLECT INFORMATION CONCERNING TELEWORKING	24. Working conditions	Q3 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Teachers and Academic Organisation 	<ul style="list-style-type: none"> ▶ Teleworking information published online 	
	Current status		Remarks		
	Completed		<p>Accessible information in both English and Spanish languages, regarding teleworking was included on the website: https://investigacion.usal.es/en/info-teletrabajo</p> <p>In order to meet the national legislation in force, an internal norm is intended to be established. It is pending to be discussed by the USAL Governing body.</p>		
A11. IMPROVE SALARIES IN SOME SPECIAL CASES	26. Funding and salaries	Q3 2019	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer 	<ul style="list-style-type: none"> ▶ Improved salaries for R1 and R2 researchers 	
	Current status		Remarks		
	Completed		<p>In 2019 the retributions of <i>Juan de la Cierva Formación</i> were equated with other competitive regional government post-docs contracts.</p> <p>The increase of the salaries of R1 researchers was done in agreement of the “<i>Estatuto del Personal Investigador en Formación</i>”</p>		
A12. IMPROVE ASSESSMENT FOR RESEARCHERS	11. Evaluation/ appraisal systems	Q3, Q4 2021	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Teaching and Quality Assessment 	<ul style="list-style-type: none"> ▶ Guideline and template for the research evaluation of R2 researchers published ▶ Updated evaluation criteria of the <i>Docentia</i> software ▶ Published the updated access criteria for the non-functionary teaching staff 	
	16. Judging merit (Code)				
	26. Funding and salaries				
	33. Teaching				
	Current status				Remarks

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
		In progress	<p>Drafts of the template and guidelines have been proposed, and are being studied by the Implementation Working Group at the time of the Internal Evaluation. Following steps will include a review by the Human Resources unit and the Vice Rectorate of Research and Knowledge Transfer.</p> <p>As every year, <i>Docentia</i> software criteria was updated considering the Researchers' observations reflected in the GAP analysis.</p> <p>https://calidad.usal.es/2020/10/19/programa-docentia-usal-convocatoria-2020-2021/</p> <p>Access criteria for the non-functionary teaching staff is published.</p> <p>- Assistant Professor: https://www.usal.es/files/criterios_aplica_baremo_plazaspad.pdf</p> <p>- Lecturer: https://www.usal.es/files/criterios_aplica_baremo_plazasaso.pdf</p>	
A13. IMPROVE THE TRAINING OFFER FOR R1 AND R2	02. Ethical principles	Q1, Q2 2020	▶ Vice Rectorate of Teaching and Quality Evaluation	<ul style="list-style-type: none"> ▶ Updated training offer for R1 and R2 researchers available ▶ Increase in at least 50% the number of attendees to each training course for R1 and R2
	03. Professional responsibility			
	05. Contractual and legal obligations			
	07. Good practice in research	Current status	Remarks	
	08. Dissemination, exploitation of results	Completed	<p>Training offer has been updated for the courses 2019/2020 and 2020/2021: The Continuous Training Programme for the Teaching and Research Staff updates on a year's basis using as a guideline the results of the satisfaction surveys done at the end of each course. Additionally, new courses have been proposed in the context of TCUE (USAL Transfer Knowledge University-Business Project). It must be highlighted the brand-new programme created by the Doctorate School targeted at transversal competences (https://doctorado.usal.es/es/formacion-transversal) training of R1 researchers.</p> <p>Regarding to the completion of the indicators, it was detected that monitoring of course attendance is lacking in some Institutes, Units, Departments and Centres, Measures to unify these indicators are being studied. However, in general, an increase in the training offer has been observed in the last years, along with some particular increases of vacancies in some of the courses. This has revealed a new weakness that will be tackled in the Reviewed Action Plan.</p>	
	31. Intellectual Property Rights			
	38. Continuing Professional Development			
39. Access to research training and continuous development				

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A14. IMPROVE SOME ISSUES CONCERNING THE SUPERVISION OF R1 AND R2 RESEARCHERS FUNDED BY RESEARCH PROJECT	36. Relation with supervisors	Q3 2019, Q4 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Teaching and Quality Assessment 	<ul style="list-style-type: none"> ▶ 100% R1 researchers with project contract have annual reports ▶ 100% R2 researchers with project contracts have signed supervision agreement
		Current status	Remarks	
		In progress	<p>R1 researchers who are enrolled in any PhD programme have annual reports according to the Doctorate Schools Rules. On the other hand, the existence of R1 researchers with contracts longer than a year and not enrolled in a PhD programme is extremely rare, and no such cases have been identified in the recent two years. Regardless of this fact, for R1 researchers hired within research projects, a clause in this respect will be included in a Supervision Agreement (Action 14).</p> <p>A supervision agreement draft for R2 researchers has been developed, and is currently under evaluation by the services in charge of personnel hiring.</p>	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A15. REVISE THE GENDER PLAN	All	Q3, Q4 2021- Q1, Q2 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Health Science and Social Affairs 	<ul style="list-style-type: none"> ▶ Working group on Gender appointed. ▶ USAL Gender Equality Plan updated (under considerations of the gender working group) ▶ Nr. of researchers requesting the new services developed ▶ Procedure of these new services published
		Current status	Remarks	
		EXTENDED	<p>The Working Group on Gender is the Commission of Equality from the Gender Equality Unit: https://igualdad.usal.es/comision-de-igualdad/</p> <p>All issues concerning gender balance are being reviewed by an appointed Negotiation Committee (working group), where different communities regarding the University are represented. This action is not only being carried out due to the HRS4R, but it is also contemplated in the 2020-2023 Strategic Plan. The Gender Plan will be updated by the end of 2021, fulfilling the deadline for the indicator.</p> <p>USAL endeavours to promote an inclusive atmosphere. The Service of Social Affairs, embedded in the Vice Rectorate of Health Science and Social Affairs, will provide the USAL community with an appropriate protocol to cover sexual identity needs and concerns for those members linked to USAL beyond 2 months.</p>	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A16 NEW ACTION: Monitor course interest	02. Ethical principles	Q2, Q3 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer 	<ul style="list-style-type: none"> ▶ Template designed to collect the number of vacancies/registrations/attendants ▶ Number of Institutes, Units, Departments and Centres applying the template
	03. Professional responsibility			
	07. Good practice in research			
38. Continuing Professional Development	Current status	Remarks		
39. Access to research training and continuous development	NEW ACTION	<p>This action intends to overcome the weakness revealed when implementing Action 13. The official figures regarding the attendees of courses offered by USAL, are not fully controlled since there is a lack of standard method for its collection. The final goal is that all services, centres, departments and units will apply the same system for these data compilation.</p> <ul style="list-style-type: none"> ▶ It will eventually help to compare data and, based on them, improve the training offer. 		
A17 NEW ACTION: Insist on OTM-R communication (annual spreading) to strength awareness of the C&C principles	All	Q1, Q2 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer 	<ul style="list-style-type: none"> ▶ Posters about HR Award/HRS4R published in all campuses ▶ Nr. of brochures, flyers, etc. delivered ▶ Nr. of HRS4R/HRA events performed ▶ Nr. of people that show interest for the HR Award and the HRS4R
				Current status

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
		NEW ACTION	<ul style="list-style-type: none"> ▶ With this action it is expected to increase the visibility of the HR Award, the HRS4R as a whole, with special emphasis on the C&C principles, thorough the University community, especially in the research community. ▶ The Implementation WG could help to design a strategy to spread the word in their respective campuses. ▶ Prepare new material explaining the advantages of C&C principles and updates on the HRS4R website. ▶ Face-to-face events to explain the HRS4R/ HRA in all campuses. 	
A18 NEW ACTION: Improve the supervision skills of R3 researchers	24. Working conditions	Q2, Q3 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer 	<ul style="list-style-type: none"> ▶ Template designed to collect the number of vacancies/registrations/attendants. ▶ Number of Institutes, Units, Departments and Centres applying the template.
	28. Career development			
	36. Relation with supervisors			
	37. Supervision and managerial duties			
40. Supervision	Current status	Remarks		
	NEW ACTION	The organisation of these courses will be carried out by: SIPPE and Doctorate School		
A19 NEW ACTION: Improve researchers' work conditions with special attention to health	02. Ethical principles	Q2-Q3 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate of Research and Knowledge Transfer and ▶ Vice Rectorate of Health Science and Social Affairs 	<ul style="list-style-type: none"> ▶ Training courses organised for researchers regarding this matter ▶ Nr. of researchers (R1-R4) requesting an appointment ▶ Satisfaction survey ▶ Increase of 10% of requests
	03. Professional responsibility			
	10. Non discrimination			
	24. Working conditions			
	25. Stability and permanence of employment			
	Current status	Remarks		

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
	28. Career development	NEW ACTION	Widen the offer of services to the university community, among which, all USAL researchers (Disregarding stage, type of contract, nationality, etc.) The Unit of Psychological Care will be in charge of the implementation of this action. It will tackle their duty increasing the task force in the Unit.	

Note: Add as many actions are needed.

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation’s website. Please provide the link to the dedicated webpage(s) on your organisation’s web site *:URL: <https://investigacion.usal.es/hrs4r>