



VNiVERSIDAD
D SALAMANCA



HR EXCELLENCE IN RESEARCH



Internal Review for Award Renewal

Human Resources Strategy for Researchers

References

Case number:	2018ES324070
Name Organisation under review:	Universidad de Salamanca
Organisation's contact details:	+34 923 29 44 00 #1270 www.usal.es (https://investigacion.usal.es/hrs4r) opi@usal.es Patio de Escuelas 1 37008 Salamanca (Spain)

Contents

1. Actions	5
Proposed ACTIONS	5
Comments on the implementation of the OTM-R principles	25

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.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

Proposed ACTIONS

Principles:

(2) 01. Research freedom

(3) 02. Ethical principles

(4) 03. Professional responsibility

(2) 04. Professional attitude

(3) 05. Contractual and legal obligations

(2) 06. Accountability

(4) 07. Good practice in research

(2) 08. Dissemination, exploitation of results

(5) 09. Public engagement

(2) 10. Non discrimination

(3) 11. Evaluation/ appraisal systems

(4) 13. Recruitment (Code)

(4) 14. Selection (Code)

(4) 15. Transparency (Code)

(5) 16. Judging merit (Code)

(4) 17. Variations in the chronological order of CVs (Code)

(4) 18. Recognition of mobility experience (Code)

(4) 19. Recognition of qualifications (Code)

(4) 20. Seniority (Code)

(2) 21. Postdoctoral appointments (Code)

(2) 22. Recognition of the profession

(2) 23. Research environment

(4) 24. Working conditions

(2) 25. Stability and permanence of employment

(4) 26. Funding and salaries

(3) 27. Gender balance

(5) 28. Career development

(4) 29. Value of mobility

(4) 30. Access to career advice

(3) 31. Intellectual Property Rights

(3) 32. Co-authorship

(4) 33. Teaching

(3) 34. Complains/ appeals

(2) 35. Participation in decision-making bodies

(3) 36. Relation with supervisors

(2) 37. Supervision and managerial duties

(3) 38. Continuing Professional Development

(2) 39. Access to research training and continuous development

(3) 40. Supervision

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 for Research 	<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>New members of the Implementation Working Group have been appointed, due to, on the one hand, there has been a change in the Rector team, and on the other hand, since many of them have changed their research category in these years. The new Implementation Working Group was nominated in September 2024.</p> <p>The OTM-R working group has also been renewed to include personnel from the new National Projects Office and the University's Research and Teaching Staff Service.</p> <p>The new HRS4R survey for this period was sent to all university research staff in early October 2024. 315 researchers responded. The results on their knowledge of the HR logo and the actions of the plan of the University of Salamanca have been very useful to know which actions should be more emphasized in the following years and those that have not been sufficiently disseminated.</p>		
A2. UNIFY AND ORGANIZE WEB INFORMATION	09. Public engagement 29. Value of mobility 38. Continuing Professional Development	Q1, Q2 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research 	<ul style="list-style-type: none"> ▶ Website updated ▶ Special communication events performed. ▶ Increase in 50% the number of clicks in each web page 	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
		<p data-bbox="936 256 1106 284">Current status</p> <p data-bbox="913 325 1032 352">Completed</p>	<p data-bbox="1554 256 1659 284">Remarks</p> <p data-bbox="1144 368 2074 485">A new University of Salamanca LOGO HRS4R web page has been designed in October 2024 (https://hrs4r.usal.es) and the previous and new documentation created during this period has been uploaded. Moreover, the creation of the new web is serving to unify all the information of the actions.</p> <p data-bbox="1144 501 2074 555">The number of visits to the old website in the period 2021- 2023 was 68,450, again a higher percentage than in previous periods, reaching almost the 50% increase.</p> <p data-bbox="1144 571 2074 847">During this period the Scientific Culture and Innovation Unit has been very active. In the years 2022, 2023 and until November 2024, 252 activities have taken place (including workshops, talks, visits, conferences, etc.) with a total of 35,000 participants and 31 exhibitions with a total of 82,000 visitors. These events include the European Researchers' Night, Science Week, the International Day of Women and Girls, the Science Spring, World Space Week, etc. In addition, the following activities stand out: 'Women who change the USAL', 'Survival Kit for Young Researchers', 'Reading Guide Leeureka!' and "ScienceVision". The USAL is strongly committed to scientific dissemination in order to bring science to society.</p> <p data-bbox="1144 900 2074 1176">With the change of the Rector's team at the University of Salamanca in May 2024, the creation of a new research support structure will be implemented in the coming months. This new Unit for the Strategic Promotion of Research, Transfer and Internationalisation (PEITI) which will aim to strengthen and optimise coordination and support in the management of projects between the different vice-rectors' offices of the University, specifically Research, Transfer, Innovation and Entrepreneurship and Internationalisation departments; as well as to enhance support for researchers in order to obtain greater and more diverse funding to promote their lines and actions of research, transfer and innovation.</p> <p data-bbox="1144 1192 2074 1372">Besides that, a new Unit for the Protection of Innovation and Intellectual Property has been created (https://propiedadintelectual.usal.es/) which brings together all queries or questions relating to intellectual and industrial property (i.e. copyright, patents, utility models, phytosanitary products, plant varieties, trademarks and design) as well as industrial secrecy. It is thus offered as a single interlocutor that will also serve as a liaison with other services of the University of Salamanca.</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 for Research	▶ Welcome manual published online ▶ At least 10.000 views of the Welcome videos for newcomers	
	07. Good practice in research				
	09. Public engagement	Current status		Remarks	
	24. Working conditions	Completed	<p>The Welcome Manual has been updated in September 2024. It can be consulted on the website as well as the videos. During the years 2022, 2023 and 2024 at the USAL Welcome Fair, a stand dedicated to the HR seal has been set up to inform the university community about it. In addition to a roll-up with the website, leaflets were produced and distributed, as well as printed version of the welcome manual. In the last edition (2024) there was not enough time to print the new version of the manual but it will be printed for the 2025 edition.</p> <p>As for the Welcome website, the two videos informing the newcomers about the relevant issues of the University have 35,587 and 20,151 views respectively; and the video concerning the USAL Services has 4.517 views.</p> <p>In addition, within the transversal PhD programme, a course entitled 'Get to know the University of Salamanca' has been created, to which all PhD students have access.</p> <p>Finally, a USAL app has been implemented: https://www.usal.es/usal-app-universidad-de-salamanca. In this app, researchers can keep up to date with the latest news and carry out all the procedures related to the university.</p>		
	27. Gender balance				
	28. Career development				
	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 for Research ▶ Vice Rectorate of Transfer, Innovation and Entrepreneurship	▶ Manual published Online ▶ At least 100 views of the Manual of Good Practice in Research video	
	03. Professional responsibility				
	07. Good practice in research				
	31. Intellectual Property Rights	Current status		Remarks	
	32. Co-authorship	Completed	<p>The Manual of Good Practice in Research has been updated in July 2024. It is available on the HRS4R website (https://hrs4r.usal.es). In addition, a new video informing about the main points of the Manual of Good Practice in Research has been produced and posted on the new website.</p>		
	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 for Research	▶ Updated ethical/bioethical committee ▶ Research ethics/bioethics rules ▶ Manual updated published online in Spanish and English
	03. Professional responsibility			
		Current status	Remarks	
		Completed	<p>The Bioethics Committee changed its name to “Research Ethics Committee”, covering all fields of study, in March 2022. Since then, it plays a fundamental role in all USAL research projects and its role is recognized at the institutional level and among the university community. The Regulations were approved at the Session of the Governing Council of March 31, 2022. It can be consulted at the following link: https://investigacion.usal.es/en/bioethics-committee.</p> <p>In July 2024, the members of the Research Ethics Committee were updated on the website in order to keep the information about the Committee up to date.</p> <p>In addition, the manual for submitting research projects for evaluation by the Committee has been published on the Committee's website in English. It is called “Guidelines on how to apply for ethical review of a research project” and can be consulting at Logo HR website in the Action Plan (Action 5).</p>	

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 for Research ▶ 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)	Current status	Remarks	
	18. Recognition of mobility experience (Code)	In progress	<p>All job offers of the University are published through https://sede.usal.es/en/tablon. The accessibility of the job portal was extended thanks to the registration system in RUSUSAL (Unified Registration System for Applicants of the University of Salamanca) which allows candidates to apply for new job offers at the University through this identification/signature system. This is a great novelty as it allows foreign researchers who do not have the possibility of obtaining a digital certificate to apply for job offers. This was implemented in October 2021.</p> <p>A support manual to assist in the application process has been created for all the calls for proposals. A video was also elaborated to support the MSCA COFUND candidates to apply in the two calls of the programme.</p> <p>In addition, all calls for proposals for research projects or agreements are now going to be published in English and Spanish. For this purpose, all documentation has been translated: call for proposals, annexes, application documents, minutes of the selection committees, documents declaring absence of conflict of interest, etc.</p> <p>The creation of the mailing list has been assessed but has been considered not to be operational as the offers cannot be filtered by category or area.</p> <p>The only point for which this action cannot be considered complete is the translation of the entire platform (electronic site) into English. The platform has been enabled and translated into English in some calls aimed at attracting international talent. Work is under way to make the platform available in English in the coming year.</p>	
	19. Recognition of qualifications (Code)			
	20. Seniority (Code)			

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A7. IMPLEMENT AND TRAIN ON OTM-R PROCEDURES	12. Recruitment 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)	Q1 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research ▶ 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

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)				
		<table border="1"> <thead> <tr> <th data-bbox="904 244 1137 316">Current status</th> <th data-bbox="1137 244 2085 316">Remarks</th> </tr> </thead> <tbody> <tr> <td data-bbox="904 316 1137 1214">In progress</td> <td data-bbox="1137 316 2085 1214"> <p>The University of Salamanca has carried out a campaign to disseminate the OTMR policy. For this reason, in June 2023, a course was organised on these policies in which aspects related to the implementation of open, transparent and merit-based recruitment criteria (OTM-R) were addressed, through specific actions that have an impact on the recruitment processes of research staff.</p> <p>A OTM-R Hiring Guidelines have been prepared and reviewed by the services involved in the recruitment of researchers at the institution. This manual contains the national and internal regulations for the hiring of civil servant and labor researchers as well as the guidelines for the hiring of researchers under research projects or agreements. Although most of the aspects included in these guidelines have been implemented in USAL for years, some of them have been newly incorporated in order to align with the guidelines recommended by the European Commission regarding OTM-R processes.</p> <p>The purpose of this document is to serve as a guide for those responsible for selection and recruitment procedures of researchers under projects, grants and agreements for research and knowledge transfer, collecting all the aspects that must be taken into account for a correct procedure and in accordance with the principles of the European Code of Conduct for the recruitment of researchers.</p> <p>This document has been presented to the Research Council on 11th November 2024 and can be consulted at the official minutes.</p> <p>The workshops have not yet been organised as the publication of the OTM-R Manual has not taken place until November 2024, due to changes in the University's governance team. They are planned for the following months.</p> <p>Moreover, information about OTM-R has been included in the new version of the Welcome Manual</p> </td> </tr> </tbody> </table>	Current status	Remarks	In progress	<p>The University of Salamanca has carried out a campaign to disseminate the OTMR policy. For this reason, in June 2023, a course was organised on these policies in which aspects related to the implementation of open, transparent and merit-based recruitment criteria (OTM-R) were addressed, through specific actions that have an impact on the recruitment processes of research staff.</p> <p>A OTM-R Hiring Guidelines have been prepared and reviewed by the services involved in the recruitment of researchers at the institution. This manual contains the national and internal regulations for the hiring of civil servant and labor researchers as well as the guidelines for the hiring of researchers under research projects or agreements. Although most of the aspects included in these guidelines have been implemented in USAL for years, some of them have been newly incorporated in order to align with the guidelines recommended by the European Commission regarding OTM-R processes.</p> <p>The purpose of this document is to serve as a guide for those responsible for selection and recruitment procedures of researchers under projects, grants and agreements for research and knowledge transfer, collecting all the aspects that must be taken into account for a correct procedure and in accordance with the principles of the European Code of Conduct for the recruitment of researchers.</p> <p>This document has been presented to the Research Council on 11th November 2024 and can be consulted at the official minutes.</p> <p>The workshops have not yet been organised as the publication of the OTM-R Manual has not taken place until November 2024, due to changes in the University's governance team. They are planned for the following months.</p> <p>Moreover, information about OTM-R has been included in the new version of the Welcome Manual</p>		
Current status	Remarks							
In progress	<p>The University of Salamanca has carried out a campaign to disseminate the OTMR policy. For this reason, in June 2023, a course was organised on these policies in which aspects related to the implementation of open, transparent and merit-based recruitment criteria (OTM-R) were addressed, through specific actions that have an impact on the recruitment processes of research staff.</p> <p>A OTM-R Hiring Guidelines have been prepared and reviewed by the services involved in the recruitment of researchers at the institution. This manual contains the national and internal regulations for the hiring of civil servant and labor researchers as well as the guidelines for the hiring of researchers under research projects or agreements. Although most of the aspects included in these guidelines have been implemented in USAL for years, some of them have been newly incorporated in order to align with the guidelines recommended by the European Commission regarding OTM-R processes.</p> <p>The purpose of this document is to serve as a guide for those responsible for selection and recruitment procedures of researchers under projects, grants and agreements for research and knowledge transfer, collecting all the aspects that must be taken into account for a correct procedure and in accordance with the principles of the European Code of Conduct for the recruitment of researchers.</p> <p>This document has been presented to the Research Council on 11th November 2024 and can be consulted at the official minutes.</p> <p>The workshops have not yet been organised as the publication of the OTM-R Manual has not taken place until November 2024, due to changes in the University's governance team. They are planned for the following months.</p> <p>Moreover, information about OTM-R has been included in the new version of the Welcome Manual</p>							
A8. PILOT THE USAL MENTORSHIP PROGRAM	28. Career development 30. Access to career advice	Q1 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research ▶ Vice Rectorate of Transfer, Innovation and Entrepreneurship 	<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 				

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)				
		<table border="1"> <thead> <tr> <th data-bbox="904 256 1135 323">Current status</th> <th data-bbox="1135 256 2085 323">Remarks</th> </tr> </thead> <tbody> <tr> <td data-bbox="904 323 1135 778">Completed</td> <td data-bbox="1135 323 2085 778"> <p>A new mentoring program has been implemented for R2. The program has had two editions (from March to December 2024 and from September 2024 to May 2025). 22 postdoctoral researchers participated in the first edition and 17 are participating in the second. The objective of this mentoring programme is to offer advice on non-academic career options, since building a successful research career does not depend exclusively on having a good research track record, but also on acquiring other additional skills and experiences within and outside research. The program offers bilateral meetings between mentors and mentees, followed by workshops and seminars on soft skills.</p> <p>In addition, the mentoring programme of the University's Employment and Entrepreneurship Service continues to be organised every year for students. About 25 students per year participate in this mentoring programme.</p> </td> </tr> </tbody> </table>	Current status	Remarks	Completed	<p>A new mentoring program has been implemented for R2. The program has had two editions (from March to December 2024 and from September 2024 to May 2025). 22 postdoctoral researchers participated in the first edition and 17 are participating in the second. The objective of this mentoring programme is to offer advice on non-academic career options, since building a successful research career does not depend exclusively on having a good research track record, but also on acquiring other additional skills and experiences within and outside research. The program offers bilateral meetings between mentors and mentees, followed by workshops and seminars on soft skills.</p> <p>In addition, the mentoring programme of the University's Employment and Entrepreneurship Service continues to be organised every year for students. About 25 students per year participate in this mentoring programme.</p>		
Current status	Remarks							
Completed	<p>A new mentoring program has been implemented for R2. The program has had two editions (from March to December 2024 and from September 2024 to May 2025). 22 postdoctoral researchers participated in the first edition and 17 are participating in the second. The objective of this mentoring programme is to offer advice on non-academic career options, since building a successful research career does not depend exclusively on having a good research track record, but also on acquiring other additional skills and experiences within and outside research. The program offers bilateral meetings between mentors and mentees, followed by workshops and seminars on soft skills.</p> <p>In addition, the mentoring programme of the University's Employment and Entrepreneurship Service continues to be organised every year for students. About 25 students per year participate in this mentoring programme.</p>							
A9. OFFER SUPPORT FOR PROFESSIONAL CAREER DEVELOPMENT	<table border="1"> <tr> <td data-bbox="524 786 904 842">09. Public engagement</td> </tr> <tr> <td data-bbox="524 842 904 898">28. Career development</td> </tr> <tr> <td data-bbox="524 898 904 954">30. Access to career advice</td> </tr> </table>	09. Public engagement	28. Career development	30. Access to career advice	Q1 2021	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research ▶ Vice Rectorate of Undergraduate Studies and Quality 	<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. 	
09. Public engagement								
28. Career development								
30. Access to career advice								
		<table border="1"> <thead> <tr> <th data-bbox="904 1417 1135 1484">Current status</th> <th data-bbox="1135 1417 2085 1484">Remarks</th> </tr> </thead> <tbody> <tr> <td data-bbox="904 1484 1135 1409">Completed</td> <td data-bbox="1135 1484 2085 1409"> <p>The Manual for Professional Research Options has been updated and can be consulted at the new webpage.</p> <p>The Employment and Entrepreneurship Service has offered an average of 90 courses per year on Entrepreneurship, Skills and Job Search, in which around 2,000 participants have taken part each year. Some examples of the courses are: 'Boost your future: training skills for employability', 'Sustainable entrepreneurship with social, cultural and environmental impact', 'Innovative entrepreneurship', 'Business plan for entrepreneurs', 'Skills aimed at R1', 'Career opportunities day',</p> </td> </tr> </tbody> </table>	Current status	Remarks	Completed	<p>The Manual for Professional Research Options has been updated and can be consulted at the new webpage.</p> <p>The Employment and Entrepreneurship Service has offered an average of 90 courses per year on Entrepreneurship, Skills and Job Search, in which around 2,000 participants have taken part each year. Some examples of the courses are: 'Boost your future: training skills for employability', 'Sustainable entrepreneurship with social, cultural and environmental impact', 'Innovative entrepreneurship', 'Business plan for entrepreneurs', 'Skills aimed at R1', 'Career opportunities day',</p>		
Current status	Remarks							
Completed	<p>The Manual for Professional Research Options has been updated and can be consulted at the new webpage.</p> <p>The Employment and Entrepreneurship Service has offered an average of 90 courses per year on Entrepreneurship, Skills and Job Search, in which around 2,000 participants have taken part each year. Some examples of the courses are: 'Boost your future: training skills for employability', 'Sustainable entrepreneurship with social, cultural and environmental impact', 'Innovative entrepreneurship', 'Business plan for entrepreneurs', 'Skills aimed at R1', 'Career opportunities day',</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 for Research ▶ Vice Rectorate of Teachers and Academic Organisation 	<ul style="list-style-type: none"> ▶ Teleworking information published online
A11. IMPROVE SALARIES IN SOME SPECIAL CASES	26. Funding and salaries	Q3 2019	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research 	<ul style="list-style-type: none"> ▶ Improved salaries for R1 and R2 researchers

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A12. IMPROVE ASSESSMENT FOR RESEARCHERS	11. Evaluation/ appraisal systems	Q3, Q4 2021	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research ▶ Vice Rectorate of Teachers and Academic Organisation 	<ul style="list-style-type: none"> ▶ Guideline and template for the research evaluation of R2 researchers published. ▶ Published the updated access criteria for the non-functionary teaching staff
	16. Judging merit (Code)			
	26. Funding and salaries			
	33. Teaching			

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)				
		<table border="1"> <thead> <tr> <th data-bbox="904 225 1137 300">Current status</th> <th data-bbox="1137 225 2078 300">Remarks</th> </tr> </thead> <tbody> <tr> <td data-bbox="904 300 1137 1430">Completed</td> <td data-bbox="1137 300 2078 1430"> <p>The University of Salamanca is implementing an internal quality system for the evaluation of the research activity of R2, R3 and R4. The criteria are based on the accreditation for “sexenios” required at national level for R3 and R4. In the case of R2 researchers, USAL has its own criteria included in its own IIA Programme with a follow-up every 3 years. A commission will be set up to monitor these evaluations and researchers who are evaluated positively will be recognised in the GIR (Recognised Research Groups) programme.</p> <p>In addition, the Library Service of the University of Salamanca has organised a series of courses with the aim of training researchers in topics related to the evaluation criteria of national calls, how to improve the researcher profile, new models of scientific and academic publication, new evaluation criteria, new indicators of relevance and impact, etc. (approx. 50 attendees per edition)</p> <p>The National Agency for Evaluation and Accreditation (ANECA) has joined DORA and CoARA showing its commitment to the recognition of the diversity of research practices and activities in the evaluation processes. To this end, it is mandatory to progressively move towards qualitative evaluation models, based on peer review, and with the support and responsible use of quantitative indicators.</p> <p>The University of Salamanca understands this adhesion as a progressive process to contribute to a reflection towards a new model of research evaluation, in which results, practices and activities are taken into account in order to maximise the quality and impact of research. For this reason, USAL is committed to reinforcing the training of researchers in this area. In this way, the Library Service has carried out different training courses on the DORA and CoARA guidelines. In this sense, the Library Service of the University of Salamanca provide different courses and support to the researchers aimed to provide the necessary information so that they can design and present their curricula according to these qualitative evaluation models.</p> <p>In late 2021 USAL launched a novel portal conceived for collecting USAL researchers’ scientific production. The main goal is to contribute to the improvement of research outreach, facilitate access and foster the impact and visibility of research outcomes developed at USAL, and therefore, scientific communication.</p> <p>The Governing Council of 25 July 2024 approved the Regulations and Criteria for Access Criteria for non-functionary Teaching and Research Staff positions. It can be consulted at https://www.usal.es/files/criterios_generales_de_aplicacion_del_baremo.pdf</p> </td> </tr> </tbody> </table>	Current status	Remarks	Completed	<p>The University of Salamanca is implementing an internal quality system for the evaluation of the research activity of R2, R3 and R4. The criteria are based on the accreditation for “sexenios” required at national level for R3 and R4. In the case of R2 researchers, USAL has its own criteria included in its own IIA Programme with a follow-up every 3 years. A commission will be set up to monitor these evaluations and researchers who are evaluated positively will be recognised in the GIR (Recognised Research Groups) programme.</p> <p>In addition, the Library Service of the University of Salamanca has organised a series of courses with the aim of training researchers in topics related to the evaluation criteria of national calls, how to improve the researcher profile, new models of scientific and academic publication, new evaluation criteria, new indicators of relevance and impact, etc. (approx. 50 attendees per edition)</p> <p>The National Agency for Evaluation and Accreditation (ANECA) has joined DORA and CoARA showing its commitment to the recognition of the diversity of research practices and activities in the evaluation processes. To this end, it is mandatory to progressively move towards qualitative evaluation models, based on peer review, and with the support and responsible use of quantitative indicators.</p> <p>The University of Salamanca understands this adhesion as a progressive process to contribute to a reflection towards a new model of research evaluation, in which results, practices and activities are taken into account in order to maximise the quality and impact of research. For this reason, USAL is committed to reinforcing the training of researchers in this area. In this way, the Library Service has carried out different training courses on the DORA and CoARA guidelines. In this sense, the Library Service of the University of Salamanca provide different courses and support to the researchers aimed to provide the necessary information so that they can design and present their curricula according to these qualitative evaluation models.</p> <p>In late 2021 USAL launched a novel portal conceived for collecting USAL researchers’ scientific production. The main goal is to contribute to the improvement of research outreach, facilitate access and foster the impact and visibility of research outcomes developed at USAL, and therefore, scientific communication.</p> <p>The Governing Council of 25 July 2024 approved the Regulations and Criteria for Access Criteria for non-functionary Teaching and Research Staff positions. It can be consulted at https://www.usal.es/files/criterios_generales_de_aplicacion_del_baremo.pdf</p>		
Current status	Remarks							
Completed	<p>The University of Salamanca is implementing an internal quality system for the evaluation of the research activity of R2, R3 and R4. The criteria are based on the accreditation for “sexenios” required at national level for R3 and R4. In the case of R2 researchers, USAL has its own criteria included in its own IIA Programme with a follow-up every 3 years. A commission will be set up to monitor these evaluations and researchers who are evaluated positively will be recognised in the GIR (Recognised Research Groups) programme.</p> <p>In addition, the Library Service of the University of Salamanca has organised a series of courses with the aim of training researchers in topics related to the evaluation criteria of national calls, how to improve the researcher profile, new models of scientific and academic publication, new evaluation criteria, new indicators of relevance and impact, etc. (approx. 50 attendees per edition)</p> <p>The National Agency for Evaluation and Accreditation (ANECA) has joined DORA and CoARA showing its commitment to the recognition of the diversity of research practices and activities in the evaluation processes. To this end, it is mandatory to progressively move towards qualitative evaluation models, based on peer review, and with the support and responsible use of quantitative indicators.</p> <p>The University of Salamanca understands this adhesion as a progressive process to contribute to a reflection towards a new model of research evaluation, in which results, practices and activities are taken into account in order to maximise the quality and impact of research. For this reason, USAL is committed to reinforcing the training of researchers in this area. In this way, the Library Service has carried out different training courses on the DORA and CoARA guidelines. In this sense, the Library Service of the University of Salamanca provide different courses and support to the researchers aimed to provide the necessary information so that they can design and present their curricula according to these qualitative evaluation models.</p> <p>In late 2021 USAL launched a novel portal conceived for collecting USAL researchers’ scientific production. The main goal is to contribute to the improvement of research outreach, facilitate access and foster the impact and visibility of research outcomes developed at USAL, and therefore, scientific communication.</p> <p>The Governing Council of 25 July 2024 approved the Regulations and Criteria for Access Criteria for non-functionary Teaching and Research Staff positions. It can be consulted at https://www.usal.es/files/criterios_generales_de_aplicacion_del_baremo.pdf</p>							

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A13. IMPROVE THE TRAINING OFFER FOR R1 AND R2	02. Ethical principles	Q1, Q2 2020	<ul style="list-style-type: none"> ▶ Vice Rectorate of Undergraduate Studies and Quality ▶ Vice Rectorate for Research 	<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			
	08. Dissemination, exploitation of results	Completed	Current status Remarks	
	31. Intellectual Property Rights		<p>USAL is committed to an increase in the training offer for Teaching and Research Staff. The Continuous Training Programme for Teaching and Research Staff is updated annually, based on the results of the satisfaction surveys and in previous surveys on training needs carried out at the end of each academic year. It can be found at the following link: https://planformacionprofesorado.usal.es/. For instance, In 2024, a total of 1286 places have been offered in the training plan for the different courses.</p> <p>There is also a section on the research portal dedicated to compiling the entire training offer aimed at researchers from the different services, units, institutes and centres: https://investigacion.usal.es/es/formacion-investigadores</p> <p>Moreover, the doctoral programmes of the University of Salamanca are designed on the basis of a set of transversal and specific training activities that are carried out in parallel to the preparation of the doctoral thesis. The training programme for R1 researchers organised by the Doctorate School can be consulted at https://doctorado.usal.es/es/formacion-transversal</p>	
	38. Continuing Professional Development			
	39. Access to research training and continuous development			
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 for Research ▶ Vice Rectorate of Undergraduate Studies and Quality

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
		Current status	Remarks	
		In progress	<p>The supervision agreement for R2 research and/or technical support staff in research tasks funded by a project, agreement or research contract has been developed and approved and will be implemented from December 2024. This agreement includes that the recruited researcher must elaborate a final report on the activities carried out at the end of the contract, summarising the work done during the entire duration of the contract, even in case of early termination.</p> <p>As for R1 researchers who are enrolled in any PhD programme, they have already annual reports according to the Doctorate Schools' rules.</p>	
A15. REVISE THE GENDER PLAN	All	Q3, Q4 2021	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research ▶ Vice Rectorate of Students, Inclusion, Equality and Social Engagement 	<ul style="list-style-type: none"> ▶ Working group on Gender appointed. ▶ USAL Gender Equality Plan updated (under considerations of the gender working group)
		Current status	Remarks	
		In progress	<p>The II Gender Plan of the University of Salamanca has been designed and will be finally approved and officially published in the next month.</p> <p>In addition, the gender equality unit of the USAL has carried out various courses and activities throughout this period, as can be seen on its website: https://igualdad.usal.es/agenda/.</p> <p>This unit has developed a programme of grants for researchers and students of the USAL to attend congresses, conferences, seminars, workshops or courses on gender equality or prevention of violence against women.</p> <p>Finally, the USAL has a Gender Research Centre (CIGESAL), which aims to promote gender perspective in academic activities, encouraging studies on feminism and equality from interdisciplinary and multidisciplinary perspectives, contributing to a more egalitarian society.</p>	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A.16 ACTION: MONITOR COURSE INTEREST	02. Ethical principles	Q2, Q3 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research 	<ul style="list-style-type: none"> ▶ Template designed to collect the number of vacancies/registration/attendants ▶ Number of Institutes, Units, Departments and Centres applying the template ▶ Number of satisfaction surveys implemented ▶ Number of surveys on topics of interest for the training courses
	03. Professional responsibility			
	07. Good practice in research			
	38. Continuing Professional Development			
	39. Access to research training and continuous development			

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A.17 ACTION: INSIST ON OTM-R COMMUNICATION (ANNUAL SPREADING) TO STRENGTH AWARENESS OF THE C&C PRINCIPLES	All	Q1, Q2 2025	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research 	<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	Remarks	
		Extended	<p>Through the approval and publication of the OTM-R Hiring Guidelines, the importance of raising awareness of OTM-R principles for hiring has been highlighted. In addition, an informative video on OTM-R has been created. The video can be seen on HRS4R new webpage. This video has 100 views in the last 5 months.</p> <p>On 7 June 2023, a webinar was organized within the framework of the HRS4R Logo, which reviewed the OTM-R (open, transparent and merit-based) procurement criteria and the benefits of the HRS4R Logo at USAL. It addressed aspects related to the implementation of the Logo in the USAL and how it promotes the implementation of open, transparent and merit-based recruitment criteria, through specific actions that impact on the recruitment processes of research staff.</p> <p>New flyers have been designed and will be distributed among the faculties</p>	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)	
A.18 ACTION: IMPROVE THE SUPERVISION SKILLS OF R3 RESEARCHERS	24. Working conditions	Q2, Q3 2022	▶ Vice Rectorate for Research	▶ Number of workshops organised ▶ Number of attendees to workshops	
	28. Career development				
	36. Relation with supervisors	Current status	Remarks		
	37. Supervision and managerial duties	Completed	On April 10th, 2024, the Vice Rectorate for Research organized the course "Project Management for Researchers", as part of the training program for researchers. It was taught online by the British company VITAE: Realising the potential of researchers and scheduled in an intensive format in 3 hours. This workshop provided researchers with an opportunity to discover practical tools and techniques to build on their research project management skills. It introduced project management concepts and the role of the project manager.		
	40. Supervision		In the framework of the mentoring programme of the USAL4EXCELLENCE programme, a course on Leadership and Decision Making was organised on 18 September 2024 to address issues related to improving the supervisory skills of researchers.		
		Moreover, on November 20 th , 2024 the Vicerrectorate for Research organised a seminar entitled 'Supervisory skills in research teams and their conflicts' given by Francisco José Medina Díaz, Professor of Social and Organisational Psychology at the University of Seville. This seminar addressed the most common causes of conflicts in research teams, analysed ways to prevent them and the guidelines for dealing with them effectively. The seminar sought to provide tools to manage these dynamics and strengthen teamwork in contexts where it is necessary to collaborate and compete simultaneously. The seminar was open to all university research staff, although it was aimed primarily at R3 researchers. The seminar was attended by 65 participants, of which 23 were R3.			

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
A.19 ACTION: IMPROVE RESEARCHERS' WORK CONDITIONS WITH SPECIAL ATTENTION TO HEALTH	02. Ethical principles	Q2-Q3 2022	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research ▶ Vice Rectorate of Students, Inclusion, Equality and Social Engagement 	<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			
	28. Career development	Current status	Remarks	
	Completed	<p>During the period October 2021 - October 2024, a large number of new courses and workshops have been offered to researchers from the Occupational Risk Prevention Office. Some examples of these courses are: Working with Exposure to Biological Agents, Stress Management in the Workplace, Emergencies: First Aid Teams, First Response Teams and Alarm and Evacuation Teams, Postural Care: ergonomics at home and at work, Information and prevention of voice disorders, etc. The training actions on occupational risk prevention in the framework of the 'Preventive Planning of the University of Salamanca' organised by the Occupational Risk Prevention Office during the year 2024 has offered 60 places for onsite courses and 240 places for online courses.</p> <p>Likewise, the Social Affairs Service offers services of attention to diversity and inclusion, information and counseling on mental and emotional health, psychological and psychiatric care to the University Community, information and guidance on affective-sexual diversity and gender identity, mediation in changes of names commonly used due to gender identity, etc.</p>		
A.20 NEW ACTION: OPENING OF AN E-MAIL BOX FOR QUESTIONS ABOUT THE HRS4R	All	Q1-Q2 2025	<ul style="list-style-type: none"> ▶ Vice Rectorate for Research 	<ul style="list-style-type: none"> ▶ Date of creation of the contact email. ▶ Number of questions received

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
		Current status	Remarks	
		In progress	In order to continue improving communication with the research community, a contact email will be designed where anyone can send their doubts or suggestion. It will be available in the new HRS4R website.	
A.21 NEW ACTION: FOSTERING OPEN SCIENCE: OPEN ACCESS AND OPEN DATA	07. Good practice in research	Q1-Q2 2026	▶ Vice Rectorate for Research	▶ Nr. of training courses organised for researchers regarding this matter ▶ Nr. of researchers (R1-R4) attending the courses ▶ Satisfaction survey
	08. Dissemination, exploitation of results			
	31. Intellectual Property Rights			
	A.22 NEW ACTION: INSIST ON HRS4R COMMUNICATION TO STRENGTH AWARENESS OF THE STRATEGY AND THE ACTION PLAN AMONG THE RESEARCH COMMUNITY	All	Q3-Q4 2025	▶ Vice Rectorate for Research
		Current status	Remarks	
		In progress	Due to the importance of publishing in Open Access and knowing the conditions and tools available to the USAL through the Library Service, it has been considered necessary to include an action to inform and train researchers from R1 to R4 in this regard.	

ACTION	GAP Principle(s)	Timing	Responsible Unit(s)	Indicators/Target(s)
		Current status	Remarks	
		In Progress	<p>The biennial survey has shown that the dissemination of the HRS4R strategy of the USAL has not been wide enough to reach all researchers, as a large percentage have answered that they are not aware of it. A new action is therefore proposed to disseminate the strategy and the action plan in each of the faculties, centers and departments. In addition to targeted emails, social media platforms will be used, which are particularly effective for engaging younger researchers. Increasing the presence of HRS4R updates on the USAL's social media accounts could make the information more accessible and appealing. Furthermore, expanding the coverage of HRS4R activities in the university's official newsletter and ensuring regular mentions in departmental and research council meetings would help reach researchers from all stages.</p> <p>New flyers and posters will be distributed.</p> <p>Short reel-type videos will be produced to give visibility to the logo and the actions through the social networks.</p>	
A.23 NEW ACTION: ETHICAL REVIEW OF RESEARCH PROJECTS	02. Ethical principles	Q3-Q4 2025	▶ Vice Rectorate for Research	<ul style="list-style-type: none"> ▶ Number of workshops implemented ▶ Number of participants ▶ Satisfaction survey
	03. Professional responsibility			
		Current status	Remarks	
		In Progress	<p>Although the "Guidelines on how to apply for ethical review of a research project" have been published, it has been detected that there is difficulty among researchers in submitting a research project or activity for evaluation by the Research Ethics Committee, so a new action has been proposed in which it is intended to organise a series of seminars to instruct researchers on the process and the necessary forms.</p> <p>In addition, ethical issues are of increasing importance in national and European research projects and researchers need training to address them in their projects. The International Projects Office is therefore planning to organise sessions to fill this gap.</p>	

Note: Add as many actions are needed.

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the Action Plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

After the implementation of the new legislation, the Vice Rectorate for Research and the OTM-R working group have been working on the elaboration of the OTM-R Guidelines, covering the changes included in the new legislation and integrating the OTM-R principles in the organization. The recent labour law reforms have resulted in a new employment contract scheme that takes into account Royal Decree-Law 32/2021 of 28 December, Royal Decree-Law 8/2022 of 5 April and Law 17/2022 of 5 September.

The main aim of this policy is to state the human resources policy aligned with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, providing more clear and transparent information on the whole selection process

It should be noted that at the USAL there are different ways of access to teaching and research work. Access to some professional categories is regulated by state and specific regulations. In the OTM-R guidelines, work has been done to compile all the regulations that apply to the recruitment of contract researchers and civil servants. And then, with regard to the selection and hiring of researchers under research and knowledge transfer projects, grants and agreements, the guidelines for the recruitment procedures have been established. Research Staff hired under the Research Staff category are generally linked to a project or agreement. Therefore, each grant is different, with a specific profile, conditions defined by the bases and conditions of the project. In addition, each project or research group is integrated by specific people, different from each other, who have specific needs and it is mainly the Principal Investigators or those in charge of the project who know the profile they really need. However, it has been considered necessary to unify the recruitment process for these profiles in order to ensure that a series of requirements are met during the recruitment procedure, the selection and evaluation process and the appointment.

Although most of the aspects included in these guidelines have been implemented in the USAL for years, some are newly incorporated to align with the guidelines recommended by the European Commission in terms of OTM-R processes.

These guidelines are divided into 3 stages: call for applications and advertising, assessment and selection, and recruitment and welcome of the new employee.

One of the novelties implemented is that these calls for proposals are published in Spanish and English. To this end, all the documents required for the call as well as the annexes and the application form to be completed by the candidates have been translated.

With regard to selection committees, the handbook specifies that they should have a minimum composition of three persons and that the principle of gender equality should be respected, with at least one third of the committee being composed of persons of the under-represented gender. In addition, whenever possible, they should bring together members with different categories of faculty or research profile. And, for specific cases, it may be advised by the opinion of an external expert.

In addition, each member of the evaluation committee must sign a declaration of responsibility confirming that he/she is not in a situation of conflict of interest with any of the candidates, as well as his/her commitment to confidentiality regarding the deliberations of the committee.

Moreover, during the evaluation process, consideration should also be given to the potentially valuable contribution to the candidates' career development and their options or possibilities to develop a multidimensional career path, so that issues such as career breaks or chronological variations in curricula vitae, etc. have been recorded. A complaints mechanism is also in place.

Finally, as a novelty, it has been decided to implement a supervision agreement to be signed by the contracted researcher and the Principal Investigator of the project. This agreement is part of Action 14 of the Action Plan.

The actions envisaged in the Action Plan which are aligned with the OTM-R principles are:

A6. Improve general OTM-R procedures and A7. Implement and train on OTM-R procedures.

An OTM-R section has been included on the new website (<https://hrs4r.usal.es/otm-r/>)

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is locat

