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ACTION PLAN

CONTENT DETAILS

Case number	2018ES311156
Name organisation under review:	Universidad de Burgos
Organisation's contact details	C/ D. Juan de Austria nº1 -OTRI-OTC, Burgos, Burgos, 09001
Submission date	20th JUL 2018
Date of Charter and Code Endorsement	9th JAN 2015
Web link to published version of organisation's HR Strategy and Action Plan	https://www.ubu.es/investigacion/investigar-en-la-ubu/hrs4r-human-resources-strategy-researchers-0

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	429
<i>Of whom are international (i.e. foreign nationality)</i>	15
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	26
<i>Of whom are women</i>	187
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	213
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	181
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	35
<i>Total number of students (if relevant)</i>	6,754
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1,327
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	56,339,518
<i>Annual organisational direct government funding (designated for research)</i>	18,912,387
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	886,626
<i>Annual funding from private, non-government sources, designated for research</i>	755,970
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p><i>The University of Burgos is a public university established in 1994, with 7 official centers: 6 faculties -Sciences, Health Sciences, Economic and Business, Law, Education, Humanities and Communication- and a Higher Polytechnic School, offering 25 degrees, 5 dual degrees, 19 master's degrees and 11 doctoral programs. The UBU has 8 centers devoted to R&D: the Doctoral School, the Technological Science Park, the International Center in Critical Raw Materials for Advanced Industrial Technologies (ICCRAM), the R&D Center and the Hydraulics Laboratory, the Center for Research in Industrial Technologies, the Center for Food Biotechnology, the Virtual Teaching Center and the Center for Modern Languages.</i></p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

1.- Ethical and professional aspects

The UBU complies with ethical principles thanks to the activity of the Bioethics Commission, member of the Network of Ethical Committees of Universities and Public Research Centers, which allows access to the continuous improvement in the existing protocols. The UBU has implemented internal regulations and specialized services to support researchers in the search and management of external funding (including the justification of executed funds), as well as in **contractual issues** related to the IPR. However, an additional effort to improve the knowledge of these assets among the research community must be done, especially for newly recruited researchers.

The **dissemination and exploitation of results**, as well as the **commitment to society**, are supported by two consolidated structures: the OTRI-OTC (Knowledge Transfer Office of the University), with 6 full-time specialized practitioners devoted to a wide range of services and actions such as UBUEMPRENDE, in-house program for the exploitation of IPR through the creation of spin-off companies. On the other hand, the Scientific Culture Unit develops a key role in bringing the UBU's research activity closer to society through informative and training projects such as UBU-Investiga, Cien&Cia (regional TV show), scientific talks with the participation of researches...

In the field of **good research practices**, the UBU has made in recent years a remarkable effort in occupational risk prevention and protection of personal data policies, with procedures and protocols firmly in place. Concerning **non-discrimination**, specific support services such as the Equal Opportunities Unit and the Diversity Attention Unit are active. However, the latter, more focused on students, must be reinforced to offer regular service to the research community.

Although the UBU complies with and supports the evaluation and **assessment procedures** established by the current regional and national regulations (General Audit of the regional government -Junta de Castilla y León-, the National State Research Agency and the Council of Accounts of Castilla y Leon) for R2, R3 and R4 levels, and provides advisory services to researchers on the matter, it lacks an **internal assessment system** for evaluating the professional performance of researchers. The UBU adheres to ORCID, unique, international and independent identification system of the research staff. It is the first step for the implementation of a record of scientific productivity (OGMIOS), which will be put in place in the next years.

Summary of targeted weaknesses:

- ❖ Not all the researchers are familiar with the regulations and specialized support services available on research results protection, IPR exploitation, contractual and legal obligations.
- ❖ Lack of information tools integrating the current regulations and services.
- ❖ There is no code of good practices on research (except for R1).
- ❖ Diversity support services are not fully addressed to the research community.
- ❖ Lack of internal assessment system of the researcher's professional performance.

Links to the main current rules and practices concerning the heading:

- Economic and financial regulations of the University of Burgos (June 2006): <http://bocyl.jcyl.es/boletines/2006/07/28/pdf/BOCYL-D-28072006-14.pdf>
- IPR Regulations (March 2012), including exploitation: <http://www.ubu.es/otri/propiedad-industrial-e-intelectual/reglamento-de-patentes-de-la-ubu>
- Bioethics Commission Regulation (January 2018): http://www.ubu.es/sites/default/files/portal_page/files/reglamento_comision_bioetica_bocyl_2017-01-02.pdf
- Code of good practices of the Doctorate School (February 2013): http://www.ubu.es/sites/default/files/portal_page/files/codigo_buenas_practicas-doctorado.pdf
- Strategy in Research and Doctoral Training at the University of Burgos (July 2012): https://www.ubu.es/sites/default/files/portal/files/estrategia_investigacibrvbarn_ubu_-_julio_2012_final_1.pdf
- Inspection Service Regulations (January 2011): <http://www.ubu.es/servicio-de-inspeccion/regimen-juridico/regulacion-del-servicio-de-inspeccion>
- Occupational Hazards Prevention Plan (January 2011): http://www.ubu.es/sites/default/files/portal_page/files/bocyl-d-13012011-9.pdf
- Procedure for the integration of occupational hazards prevention in research activities: http://www.ubu.es/sites/default/files/portal_page/files/uprl-pr-ps-032-00_definitivo_definitivo_6.pdf
- Annual Training Plan on Occupational Hazards Prevention: <http://www.ubu.es/unidad-de-prevencion-de-riesgos-laborales/prevencion-de-riesgos-laborales/plan-de-formacion>
- Information Security Policy (November 2013): <http://bocyl.jcyl.es/boletines/2013/11/18/pdf/BOCYL-D-18112013-16.pdf>
- Regulations for the use of Information Systems (March 2014): https://www.ubu.es/sites/default/files/portal_page/files/2014_03_31_normativa_de_uso_de_los_sistemas_de_informacion_de_la_ubu_-_consolidada.pdf
- UBUEMPRENDE: Specific program for the research results exploitation through spin-off companies: <http://www.ubu.es/ubuemprende>
- Scientific Culture and Innovation Unit (UCC+i): <http://www.ubu.es/divulgacion-cientifica-ucci-ubu>
- I Equal Opportunities Plan: <http://www.ubu.es/unidad-de-igualdad-de-oportunidades/informacion-general/i-plan-de-igualdad-de-oportunidades>
- Diversity Unit: <http://www.ubu.es/unidad-de-atencion-la-diversidad>
- Protocol of action in situations of sexual harassment or harassment by reason of gender: http://www.ubu.es/sites/default/files/portal_page/files/3_2_protocolo_de_actuacion_en_caso_de_acoso_sexual_v4_0.pdf

Survey for researchers on the principles of this heading: values per researcher category and total:

Question		R1	R2	R3	R4	TOTAL
Q1	The UBU promotes the adaptation of my research activity to the ethical principles of the related scientific disciplines	3,63	3,82	3,82	4,00	3,80
Q2	The UBU provides adequate information about the national, sectorial or institutional regulations related to my training and working conditions, including Intellectual Property Rights regulations and requirements funders and/or sponsors.	3,42	3,89	3,74	4,14	3,78
Q3	My research activity is carried out in adequate conditions of safety and health, including data protection and computer accident measures (backup strategies...)	3,63	3,98	3,84	3,95	3,87
Q4	The UBU facilitates and promotes the dissemination of my research and the exploitation of its results.	3,39	3,88	3,75	4,27	3,80
Q5	The UBU facilitates that the results of my research are made known to a non-specialized public and society in general.	3,06	3,66	3,63	3,82	3,56
Q6	The UBU does not discriminate against researchers on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.	4,50	4,38	4,20	4,55	4,36
Q7	The UBU should have its own system for evaluating the researcher's professional performance.	4,12	3,71	3,48	3,45	3,68

Questionnaire based on Likert scale with 5 levels: Strongly disagree, Disagree, neither agree nor disagree, Agree and Strongly agree (1 to 5 points assigned respectively)

2.- Recruitment and selection

The UBU has established **well-defined internal selection and hiring processes**, in accordance with national and regional regulations:

- For R1 the process is defined in an annual call within the framework of the UBU internal program. The UBU also welcomes doctoral students selected by different public programs according to their own rules and procedures.
- For R2, R3 and R4: recruitment for different categories of teaching and research staff according to internal regulations. Specific calls linked to specific R&D projects are also implemented. The selection rules and conditions for R2 researchers hired in the framework of public programs (Juan de la Cierva, Ramón y Cajal, etc.), are defined by the funder organizations.

The recruitment procedures are aligned in their main aspects with the OTM-R principles: **transparency** in terms of detailed information on the requirements of each position, procedures and information about the results of the processes (through detailed minutes published on the UBU website), especially in calls addressed to teaching and research staff. The assessment of the **merits** includes aspects of **mobility**, **seniority** and **special qualifications**. Current institutional regulations guarantee **non-discrimination** and complaint mechanisms are available.

The offers are advertised through the university website mainly, being disseminated through different sections. Nevertheless, there are **no systematic procedures** to manage neither the international dissemination of offers nor recruitment processes. Only specific job offers, normally

linked to international R&D projects, are translated into other languages and disseminated at European level, according to the criteria of the researcher in charge of the project. In general, the access to the information about job offers could be improved with a **specific section** devoted to research vacancies. Advertising procedures should be improved in order to provide detailed information about career development, rights over IPR, gender policy, and other aspects approached by the Charter & Code.

The UBU **complies with national and regional legislation regarding the composition of the selection committees for internal calls**, with a balanced rate in parity between men and women, and following the principles of impartiality and professionalism. Additionally, particular actions can be done to provide more information on the profiles of the members of the selection committees in recruitment processes linked to specific R&D projects, promote greater diversity in their composition within the current national regulation, and in the ex-post communication to candidates for selection processes linked to R&D projects.

With regard to **postdoctoral appointments**, the UBU does not have in-house calls for R2, so related regulations have not been developed. Postdoctoral researchers are selected according to the public funding programs rules. For fixed-terms contracts (usually linked to R&D projects or those funded within the framework of public programs such as Juan de la Cierva, Ramón y Cajal... for R2 researchers), the automatic stabilization of the contract is not considered, once the public financing has been completed. Additional actions will be undertaken to encourage participation in calls for projects that allow the hiring of R2 researchers.

Summary of targeted weaknesses:

- ❖ Current recruitment procedures do not fully meet the C&C and OTM-R items.
- ❖ Lack of systematic process to manage international dissemination of job offers.
- ❖ Lack of information about some C&C contents in job advertising procedures.
- ❖ Lack of job offers translated into other languages and internationally disseminated.
- ❖ Lack of a specific web section for job offers.
- ❖ Low diversity in the composition of selection committees.
- ❖ Lack of public information on the profiles of the members of some selection committees.
- ❖ The ex-post communication to candidates for selection processes linked to R&D projects must be improved.
- ❖ Lack of measures to facilitate continuity of R2 researchers.

Links to the main current rules and practices concerning the heading:

- Regulations on Sabbatical Leave (Mars 2009):
www.ubu.es/sites/default/files/portal_page/files/reglamento_de_ano_sabatico_de_la_ubu_texo_refundido.pdf
- Regulation of Functions and Exams of Associated Health Professors and Health Collaborators (September 2015):
https://www.ubu.es/sites/default/files/portal_page/files/reglamento_de_profesores_asociados_sanitarios_bocyl_21-09-2015.pdf
- Regulation for the vacancies provision of Assistant, Assistant Professor Doctor and Associate Professor (March 2016):

http://www.ubu.es/sites/default/files/portal_page/files/reglamento_concurso_profesorado.pdf

- Regulations and call for proposals for predoctoral contracts (January 2008):
<http://www.ubu.es/sites/default/files/articles/files/predoctorales2018.pdf>
- Regulation for the access to UBU of Teaching Officials (May 2009):
http://www.ubu.es/sites/default/files/portal_page/files/reglamento_concursos_acceso_pdi_fu_nc_ac_gons_gob_18-05-09_bocyl_28_mayo_0.pdf
- Job stability plan for Teaching and Research Staff and Administrative Staff (February 2007):
http://www.ubu.es/sites/default/files/portal_page/files/plan_especial_estabiliza_pdi_contratado_ubu.pdf

Survey for researchers on the principles of this heading: values per researcher category and total:

	Question	R1	R2	R3	R4	TOTAL
Q8	The UBU procedures for recruiting researchers:					
	1- Are open	3,55	4,27	3,98	4,14	4,04
	2- Are transparent	3,41	4,09	3,83	3,95	3,87
	3- Are Internationally comparable	3,15	3,64	3,30	3,65	3,43
	4- Include a broad description of knowledge and competencies required.	3,47	4,03	3,71	3,86	3,78
	4- Include proper information about working conditions and entitlements.	3,70	3,94	3,71	3,95	3,82
	5- Are realistic in terms of call for applications and reply deadlines.	3,90	4,25	4,00	4,18	4,10
Q9	The UBU ensures that the selection committees bring together diverse expertise and competences and have an adequate gender balance and, where appropriate and feasible, include members from different sectors and disciplines (including international experts) and with relevant experience to assess the candidate	3,47	3,87	3,29	3,82	3,60
Q10	The evaluation of the merits in the selection processes of the UBU is balanced between criteria based on bibliometric indices and others such as teaching, knowledge transfer, management, supervision and awareness activities.	3,43	3,83	3,41	4,05	3,67
Q11	Mobility experiences (stays in another country/region, changes in discipline, or between the public and private sectors) are recognized by the UBU as a valuable contribution to the professional development of a researcher.	3,80	3,89	3,28	3,64	3,63
Q12	The UBU provides for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility.	3,63	3,78	3,36	3,50	3,57

Questionnaire based on Likert scale with 5 levels: Strongly disagree, Disagree, Neither agree nor disagree, Agree and Strongly agree (1 to 5 points assigned respectively)

3.- Working conditions

The UBU offers a **suitable working environment** in terms of health and safety conditions, facilities and infrastructures (including access to equipment from the other regional universities of Castilla y León thanks to INFRARED program), and compliance with current regulations for **working conditions**

in salaries, flexible hours, part-time work, tele-working, sabbaticals, etc. The dissemination of information on these regulations, services and procedures has to be improved.

There is a **wide normative affecting the different stages of the researcher's professional development** (academic dedication, sabbaticals, provision of places, internal promotion, creation of spin-off, appointment of professors emeritus, etc.), but they are not compiled in a **consolidated document**. This is not the case for R1 level, with a well-defined strategy and procedures implemented by the Doctorate School. The UBU also has its **own stability plan** for hired teaching and research staff (for R2 and R3). However, continuity of post-doc researchers hired in the framework of public funding programs can not be guaranteed.

The University Employment Unit provides guidance on professional development, especially to students and graduates, Nevertheless, support on professional guidance for researchers must be reinforced. With this aim, the University Employment Unit will extend their services to the research community, among them **individualized coaching activities** (UBUEMPLEA action, already in place for students).

Additionally, **training on transversal skills** is guaranteed through specific annual plans designed and implemented by the Educational Innovation and Training Institute (IFIE). The UBU encourages and facilitates the **mobility of researchers through internal calls** for financial support for mobility actions, and the compatibility of the research career with teaching by means of specific internal regulations (from R1 to R4 levels). Nevertheless, mobility of researchers has to be reinforced with additional measures in order to facilitate doctoral stays in industry (R1) and to increase the participation in HR international programmes (all levels of researchers).

Co-authorship is widely recognized in the regulations of the UBU: the Statutes of the University regulate authorship and co-authorship for all categories of researchers, including R1 (Chapter II). However, there is a **lack of knowledge** about the legislation and internal regulations, especially among R1 and R2 researchers.

The university ombudsman -independent figure devoted to the defense of the interests of researchers with regard of work-related and professional development issues, among other tasks and areas of activity- and the protocols in force guarantee the **right of claiming and appealing** in a wide range of issues concerning researchers.

Finally, the Statutes of the University of Burgos guarantee the participation of researchers of all levels in the Governing Council (the highest governing body of the institution), the boards of centers, the commissions of departments (composed of R2, R3 and R4 researchers, with a representation of PhD students), among other bodies.

Summary of targeted weaknesses:

- ❖ Lack of knowledge about working conditions.
- ❖ Lack of welcome procedures for new researchers.

- ❖ Information about funding and salaries, professional development, access to career advice... is spread across the website.
- ❖ The continuity of R2 researchers hired in the framework of public funding programs cannot be guaranteed.
- ❖ Lack of support on professional guidance and coaching for researchers.
- ❖ Lack of knowledge of the regulations and services regarding co-authorship and exploitation of research results.
- ❖ Low international and across sectors mobility, mainly with industry.

Links to the main current rules and practices concerning the heading:

- Occupational Hazards Prevention Plan (January 2011): http://www.ubu.es/sites/default/files/portal_page/files/bocyl-d-13012011-9.pdf
- Procedure for the integration of occupational hazards prevention in research activities: http://www.ubu.es/sites/default/files/portal_page/files/uprl-pr-ps-032-00_definitivo_definitivo_6.pdf
- Technical prevention instructions for the use of machines and work equipment: http://www.ubu.es/sites/default/files/portal_page/files/uprl_pr_it_006_firmada.pdf
- PAMEL Equipment Maintenance Programme: <http://www.ubu.es/parque-cientifico-tecnologico/informacion-general/para-los-investigadores-de-la-ubu/programa-pamel>
- INFRARED program to share equipment among the universities of Castilla y León: <http://www.ubu.es/investigacion/convocatorias-y-ayudas/fondos-de-la-ue/financiacion-feder-de-la-ubu/programa-operativo-2014-2020/proyectos-con-fondos-feder-2018/proyectos-con-fondos-feder-regional-0>
- Educational innovation and training Institute (IFIE): <http://www.ubu.es/instituto-de-formacion-e-innovacion-educativa-ifie>
- Regulations on Sabbatical Leave (Mars 2009): www.ubu.es/sites/default/files/portal_page/files/reglamento_de_ano_sabatico_de_la_ubu_texto_refundido.pdf
- I Equal Opportunities Plan: <http://www.ubu.es/unidad-de-igualdad-de-oportunidades/informacion-general/i-plan-de-igualdad-de-oportunidades>
- Strategy in Research and Doctoral Training at the University of Burgos (July 2012): https://www.ubu.es/sites/default/files/portal/files/estrategia_investigacibrvbar_n_ubu_-_julio_2012_final_1.pdf
- Job stability plan for Teaching and Research Staff and Administrative Staff (February 2007): http://www.ubu.es/sites/default/files/portal_page/files/plan_especial_estabiliza_pdi_contratado_ubu.pdf
- Regulations for the appointment of professors emeritus (July 2006): http://www.ubu.es/sites/default/files/portal_page/files/2006_06_23_reglamento_nombramiento_profesores_emeritos_-_consolidado_0.pdf
- Annual call for grants for mobility of PhD students: <http://www.ubu.es/te-interesa/convocatoria-ayudas-para-movilidad-de-alumnos-de-doctorado-de-la-universidad-de-burgos-ano-2018>.
- Call for mobility grants for research staff involved in European consortiums: <http://www.ubu.es/te-interesa/convocatoria-para-financiar-gastos-de-movilidad-del-personal-investigador-modalidad-viajes-relacionados-con-el-establecimiento-de-consorcios-europeos>
- University Ombudsman: <http://www.ubu.es/defensora-universitaria>
- Interpersonal Conflict Commission: <http://www.ubu.es/unidad-de-prevencion-de-riesgos-laborales/gestion-de-la-prevencion/comision-para-la-resolucion-de-conflictos-interpersonales>

- Protocol for the resolution of interpersonal conflicts (November 2010):
http://www.ubu.es/sites/default/files/portal_page/files/proocolo_resolucion_conflictos_interpersonales.pdf
- Protocol of action in situations of sexual harassment or harassment by reason of gender:
http://www.ubu.es/sites/default/files/portal_page/files/3_2_protocolo_de_actuacion_en_caso_de_acoso_sexual_v4_0.pdf

Survey for researchers on the principles of this heading: values per researcher category and total:

	Question	R1	R2	R3	R4	TOTAL
Q13	The UBU provides me with a favorable environment to develop my research activity in terms of facilities and equipment, health and safety conditions ...	3,70	3,86	3,64	4,00	3,78
Q14	The UBU guarantees, as appropriate, flexibility for a successful research performance in accordance with existing national legislation, in order to combine family and work, and other aspects such as flexible working hours, teleworking, sabbatical periods ...	3,66	3,65	3,46	3,81	3,60
Q15	The UBU provides me with specialized support and guidance on aspects related to my scientific career and my professional development.	3,30	3,62	3,53	3,68	3,54
Q16	The UBU has established appropriate procedures to deal with appeals and complaints related to working conditions of researchers and conflicts concerning supervisor(s) and early-stage researchers.	3,23	3,49	3,33	3,70	3,42
Q17	The UBU allows researchers to be legitimately represented in the relevant information, consultation and decision-making bodies of the institution, to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.	3,48	3,84	3,60	3,68	3,67

Questionnaire based on Likert scale with 5 levels: Strongly disagree, Disagree, Neither agree nor disagree, Agree and Strongly agree (1 to 5 points assigned respectively)

4.- Training and development

The Doctoral School has developed a broad regulation on the role of **supervisors** and their interaction with students, including mechanisms such as the "supervision commitment agreement": accepted and signed by both parties, regulates the key aspects of their relationships. Nevertheless, no supervision or mentoring instruments have been put in place for R2 researchers.

With regard to **continuous professional development**, the UBU has a large training offer on transversal skills, both through the Doctoral School's training actions for R1 (including financial support to attend training actions) and from the Educational Innovation and Training Institute (IFIE) for any level. These training actions must include HRS4R topics in the coming annual plans. The extension and intensification of the services provided by the University Employment Unit will complete the support for these principles.

Summary of targeted weaknesses:

- ❖ Lack of supervision and mentoring actions for R2 researchers.
- ❖ Most researchers and service staff are not aware about HRS4R and C&C principles.
- ❖ Short scope of the guidance services on professional development provided.

Links to the main current rules and practices concerning the heading:

- Regulations of the Doctoral School's Internal Regime (March 2013): <http://bocyl.jcyl.es/boletines/2013/03/18/pdf/BOCYL-D-18032013-2.pdf>
- Doctorate Regulations (March 2013): <http://bocyl.jcyl.es/boletines/2013/03/18/pdf/BOCYL-D-18032013-1.pdf>
- Regulations and call for proposals for predoctoral contracts (January 2008): <http://www.ubu.es/sites/default/files/articles/files/predoctorales2018.pdf>
- Educational Innovation and Training Institute (IFIE): <http://www.ubu.es/instituto-de-formacion-e-innovacion-educativa-ifie>
- Doctorate School: <http://www.ubu.es/escuela-de-doctorado>
- Training in Research of the Doctoral School; permanent and continuous training for professional development, including transversal activities for R1 researchers: <http://www.ubu.es/escuela-de-doctorado/programas-de-doctorado/formacion-en-investigacion-actividades-transversales>
- Training Plan for Teaching and Research Staff (November 2015): http://www.ubu.es/sites/default/files/portal_page/files/pfp_texto_consolidado.pdf
- Training Plan for New Teaching Staff (November 2015): http://www.ubu.es/sites/default/files/portal_page/files/plan_formacion_profesorado_novel_modificado_cg_12_nov_2015.pdf
- Training Plan for Virtual Teaching (February 2015): http://www.ubu.es/sites/default/files/portal_page/files/plan_de_formacion_para_la_ensenanza_virtual.pdf
- Call for grants for on-demand training (2018): https://www.ubu.es/sites/default/files/highlight/files/convocatoria_ayudas_formacion_2018.pdf

Survey for researchers on the principles of this heading: values per researcher category and total:

	Question	R1	R2	R3	R4	TOTAL
Q18	The UBU promotes and evaluates good practices between the supervisors and the researchers in their training phase in terms of ensuring structured/regular follow-up, records keeping of the work progress and research findings, feedback by means of reports and seminars, working in accordance with agreed schedules, milestones, deliverables and/or research outputs.	3,38	3,50	3,31	3,74	3,44
Q19	The UBU provides adequate means, such as formal training, workshops, conferences and e-learning, for researchers at all career stages to continually improve themselves by regularly updating and expanding their skills and competencies.	3,94	4,09	3,85	4,32	3,99

Questionnaire based on Likert scale with 5 levels: Strongly disagree, Disagree, Neither agree nor disagree, Agree and Strongly agree (1 to 5 points assigned respectively)

3. ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<p>1.- Training on IPR addressed to researchers. Training actions will be focused on two objectives. Firstly, to address technical issues related to intellectual property rights such as how to identify, protect, manage and exploit IP assets, including licensing and spin-off companies. Secondly, to inform about in house regulations and available support services on the subject.</p> <p>The Workshops will be organized within the annual training plan of the IFIE in collaboration with other units of the UBU. Speakers will be both external experts and professionals coming from the internal support units.</p>	3, 8, 31	Continuous	OTRI (Knowledge Transfer Office)	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Workshops approved by governing bodies and included in the Annual training Plan. - 2 Workshops organized/year. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number and type (R1 to R4) of attenders (90) - Satisfaction survey to evaluate the quality of the organization, contents, speakers, professional performance improvement... for each workshop
<p>2.- Anti-plagiarism tool.</p> <p>Over the last few years, the UBU has been using the TURNTIN software to control plagiarism in academic works. This technology will be applied for the same purpose in the field of research. During the action plan, the main tasks will be focused on the development of the protocols to be used and their implementation.</p> <p>In addition to it, it will also be adapted to the needs of the Publications Service of the UBU, responsible for publishing and managing the production of the research and cultural creation works at UBU.</p>	3	Q2 to Q4	Vice-Rector for Academic Policies	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Tool approved by governing bodies - Development of protocols for tool implementation. <p><u>Indicators:</u></p> <p>Number of users (60 users/year) and evolution of this indicator.</p>
<p>3.- Code of Good Practices in Research.</p> <p>The code should be understood as a collective self-regulation instrument that will reinforce and complement the commitments and recommendations included in the internal regulations, both the ones already in form at the UBU and those to be defined and incorporated during the HRS4R action plan.</p> <p>It would gather questions such as: honesty, conflicts of interest, research protocols, team leadership, supervision of personnel in training, use of facilities, safekeeping of information and protection of results, authorship, safety and environment, experimentation with humans and animals...</p> <p>The code will be submitted for the approval of the governing council.</p>	2, 3, 4, 7, 8	Q3 to Q7	Doctorate School	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Code of Good Practices on Research published - Code of Good practices available and widely disseminated among the research community. <p><u>Indicators:</u></p> <p>Survey to measure the usefulness and scope of the guide among the research community: number and type of users, content assessment...</p>
<p>4.- Awareness-raising workshops on good practices in research.</p> <p>Once the Code of Good Practices in Research has been approved, presentation sessions and awareness-raising workshops will be organized on the subject.</p>	2, 3, 4, 7, 8	Continuous	Vice-Rector for Research and Knowledge Transfer	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Workshops approved by governing bodies and included in the Annual training Plan. - 2 Workshops organized/year. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number and type (R1 to R4) of attenders (80) - Satisfaction survey to evaluate the quality of the organization, contents,

				speakers, professional performance improvement... for each workshop
<p>5.- Researcher's Guide. It will be a tool specifically designed to help researchers to manage the services and resources available at the UBU, such as the university library, the knowledge transfer office, the human resources service, the research management service, complaining and appeals instruments, training offers, among others. The guide will be available on the university website.</p>	4, 5, 8, 12, 13, 14 15, 23, 24, 25, 26, 30, 31, 32	Q1 to Q4	Research Management Service	<p><u>Target:</u> - Guide published - Guide widely disseminated among the research community.</p> <p><u>Indicators:</u> - Satisfaction Survey to measure the usefulness and scope of the guide in the research community: number and type of users, content assessment... - Number of downloads from the website and evolution.</p>
<p>6.- Welcome protocol for new researchers. This protocol would complement the Researcher Guide. It will provide new employees with the necessary information to facilitate a proper and quick integration into the university work environment.</p>	4	Q2 to Q6	International Relations Service	<p><u>Target:</u> Welcome protocol defined and implemented.</p> <p><u>Indicators:</u> - Number of users: new researchers to whom the service is provided (10/year). - Satisfaction survey to evaluate the quality of the services provided.</p>
<p>7.- Service to researchers on diversity issues. The Diversity Unit, created in 2002, provides support to students and other personnel with disabilities, having developed a service charter, which includes the management of their accessibility needs and awareness activities.</p>	10	Continuous	Diversity Unit	<p><u>Target:</u> Extend the scope of the Diversity Unit to provide services to researchers on a regular basis.</p> <p><u>Indicators:</u> - Number of researchers to whom the service is provided. - Satisfaction survey to evaluate the quality of the services provided.</p>
<p>8.- II Equal Opportunities Plan. Strengthening and updating of the measures currently in force within the framework of the I Equal Opportunities Plan, whose objective is to achieve equal treatment and opportunities between women and men and to eliminate discrimination based on sex.</p>	10, 27	Q1	Equal Opportunities Unit	<p><u>Target:</u> Plan approved by governing bodies and implemented.</p> <p><u>Indicators:</u> - Number and type of queries made by researchers. - Gender indicators evolution in R&D field: number of female researchers, women in responsibility posts...</p>
<p>9.- Programme for registration and evaluation of the scientific productivity of researchers. Since December 2017, the UBU has been assigned to ORCID, a unique, international and independent identification system for research personnel, the first step for the registration and subsequent evaluation of the scientific activity of researchers of the UBU. This evaluation will be managed through the OGMIOS tool, technology developed by the University of Málaga, which collects, classifies and updates the most relevant indicators of scientific production.</p>	11	Q1 to Q4	Vice-Rector for Research and Knowledge Transfer	<p><u>Target:</u> Full implementation of the tool.</p> <p><u>Indicators:</u> Number and type (R1 to R4) of researchers registered and evaluated (400/2 years) and evolution.</p>
<p>10.- Productivity-based Research Financing Programme. In order to stimulate and assess the professional performance of researchers, the UBU will implement a program to allocate internal economic funds on a</p>	11	Q2 to Q4	Vice-Rector for Research and Knowledge Transfer	<p><u>Target:</u> -Full implementation of the programme.</p> <p><u>Indicators:</u> - Number of Researchers and research groups funded in the framework of this</p>

scientific productivity-based basis. The action will be addressed both to individual researchers and to the 67 recognized research groups at the UBU.				programme (30/2 years). - Impact survey in order to assess how this programme contributes to improve the participation of the UBU researchers in public calls, international projects, new researchers hired...
11.- Guidance services on professional development. The University Employment Unit already provides guidance on professional development to students and graduates, including individualized coaching services. One of the main targets of this action will be researchers with a fixed-term contract.	25, 30, 39	Continuous	UBUEMPLEA Unit	Target: - Extend the scope of the University Employment Unit to provide services to researchers on a regular basis. - Review, adaptation, and approval of current protocols. Indicators: - Number of researchers to whom the service is provided (15/year) and evolution. - Satisfaction survey to evaluate the quality of the services provided.
12.-Participation in public calls. To facilitate the continuity of R2 and R3 researchers, the current internal regulation will be modified to allow a greater number of researchers to apply for public calls for R&D projects (which enable) the hiring of research staff.	21, 25	Continuous	Vice-Rector for Research and Knowledge Transfer	Target: - Regulations updated and approved by governing bodies. - Reinforcement of support services for preparation of proposals. Indicators: Evolution of the number of researchers (R2 and R3) hired in the framework of R&D projects funded.
13.-Regulations for the supervision and mentoring of postdoctoral researchers. The objective of the action is to support R2-level researchers in their research performance and the further development of their professional careers through supervision and mentoring. The specific protocols and practices already developed by the Doctorate School, addressed to PhD researchers, will be a reference to define the different aspects of this action. For instance, an ad-hoc commitment will be set up to regulate supervisors/mentors-postdoctoral researcher relationships.	28, 37, 39, 40	Q5 to Q8	Doctorate School	Target: Regulation developed and approved by governing bodies. Indicators Number of R2 researchers to be supervised and mentored and evolution (14/2 years).
14.- Encouraging mobility of researchers. A strategy to encourage the participation of researchers in calls for international mobility (mainly Marie Curie-Sklodowska) and in the initiative promoted by the Castilla y León administration of doctorates in industry will be launched.	29	Continuous	Vice-Rector for Research and Knowledge Transfer	Target: Reinforcement of support services for preparation of proposals. Indicators: -Number of researchers involved in international mobility actions and evolution -Number of doctorates in industry and evolution.
15.- Research Career Guide. The guide will include general information on the map of the scientific career in Spain, grants, support units... as well as the UBU's own actions: advisory services, training for different stages, types of recruitment calls, etc.	28	Q1 to Q6	Vice-Rector for Teaching and Research Staff	Target: - Guide published - Guide widely disseminated among the research community. Indicators: - Satisfaction Survey to measure the usefulness and scope of the guide in the research community: number and type of users, content assessment... - Number of downloads from the website and evolution.

Open Recruitment Policy

The OTM Protocol of the University of Burgos will approach the whole set of internal rules regarding the advertisement, selection and hiring of the research staff. Such Protocol will be incorporated to the internal rules of procedure after its approval by the Government Board of the University, becoming the regulatory instrument of the hiring policy of human resources for research of the institution.

A special effort will be done concerning the dissemination of OTM-R principles among the university community and the training of administrative staff involved in the recruiting process.

A specific OTM-R working group will be created for the revision and updating of the current recruitment process in order to meet the C&C and OTM-R items identified in the Gap Analysis, including the aim of reducing as much as possible the administrative burden for candidates and researchers hired.

The toolkit suggested for the GAP analysis has been used as the basic tool for both the analysis of the C&C principles linked to this protocol and the planning of future actions. The actions to be implemented for each phase of the recruitment process will be:

1.- Advertising and application phase

A central website exclusively devoted to the advertisement of the research job offers will be set up (action 18) and, at the same time, the advertisement of job offers through external platforms both at national and international level (mainly EURAXESS) will be encouraged (action 19).

Advertising tools will be improved. New announcement forms for job offers will be designed and implemented in order to fit with some of the C&C principles: it will include information about aspects such as the implications of the position in the candidate's professional trajectory, gender equality policy, rights over the research results generated, etc.

2.- Evaluation and selection phase

Specific measures to increase the diversity in the composition of the selection committees (revision of current criteria for member selection) will be held (action 20). In order to improve transparency, the profiles of the members of the selection committees will be published in every announcement at the institutional website (action 22).

Those members of the research community that may participate in selection committees will be trained in transversal skills (action 21). Other Improvements will be made regarding the information given to the candidates after the selection process, publishing the assessment minutes for all selection processes (action 23).

Although principles such as those referred to judging merit, recognition of mobility experience and qualifications and seniority are contemplated, the OTM-R working group will review the current contracting processes to intensify and expand the weight of them in the largest number of offers.

3.- Appointment phase

The OTM-R protocol will include contents approached in different items of the Action Plan. A Researcher's Guide (action 5) will be produced to help researchers to manage the services and resources available at the UBU; the guide will include relevant information on existing regulations, services and procedures concerning contractual and legal rights and obligations, accountability, intellectual property rights and the exploitation of R&D results, complaints, non-discrimination, and all the aspects concerning OTM recruitment. etc.

A welcome protocol (action 6) will be held, aimed at providing new researchers with the basic necessary information to facilitate a proper and quick integration into the university work environment. The protocol will approach aspects related to their contracting conditions, access to facilities, labor rights and research activity performance. Additionally, guidance services on professional development will be provided, including individualized coaching (action 11).

Concerning postdoctoral appointments, actions focused on internal regulations and the reinforcement of support services will be implemented to encourage the participation of research groups in funding programmes that allow the hiring of R2 researchers (action 12).

Proposed ACTIONS	OTM-R Principle (s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<p>16.- OTM-R Protocol. It will collect the whole set of internal rules regarding the advertisement, selection and hiring of the research staff at all levels within UBU, as well as the procedures and practices associated to them.</p>	12, 13, 14, 15, 16, 17, 18, 19, 20	Q1 to Q8	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Review and checking of C&C principles concerning OTM-R. - Reinforcement of the OTM-R items that already satisfy the requirements of the Charter & Code. - Implementation of measures for the items that are not aligned with C&C principles. - Protocol approved by governing bodies. - Protocol widely disseminated (website mainly). <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Satisfaction Survey about the measures undertaken addressed to research community. - Number of downloads from the website and evolution.
<p>17.- Training on OTM-R. The university will organize workshops for the staff involved in the tasks of the Action Plan: members of the Strategic Actions Committee, staff from other involved units, etc. On the following stage, the workshops will be open to the rest of the research community and the service staff.</p>	14, 38	Q2 and Q5	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Workshops approved by governing bodies and included in the Annual Training Plan. - 1 Workshop organized/year. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number and type (R1 to R4, and services staff) of attenders (200) - Satisfaction survey to evaluate the quality of the organization, contents, speakers, professional performance improvement... for each workshop.
<p>18.-Central website for R&D offers. A section within the UBU website will be exclusively devoted to the advertisement of the research job offers, whether they are framed within the official announcements in the institution or within R&D projects.</p>	12, 13	Q2 to Q4	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <ul style="list-style-type: none"> Web section implemented and available. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of job offers published. - Number of queries and evolution. - Satisfaction Survey to measure the usefulness of the site.

<p>19.- Improve the advertisement of job offers. The number of job offers advertised through external platforms (mainly EURAXESS) to UBU will increase. On the other hand, forms and sheets would be created for each announcement (whether official or belonging to a project) with the aim of advertising it. Those documents will complement the official announcement, so they will have to include detailed information about the different aspects collected in the Charter & Code, such as the implications of the position in the candidate's professional trajectory, institutional policy of gender equality, rights over the generated IPR, etc.</p>	12, 13, 15	Q1 to Q6	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <ul style="list-style-type: none"> - International dissemination of positions associated to R&D projects. - Design of complementary templates for international dissemination. <p><u>Indicators:</u></p> <p>Number of Job adverts in national and international platforms and evolution (40% increased).</p>
<p>20.- Increase diversity in the composition of the selection committees. Inasmuch as the national and regional regulation allows, certain measures will be analyzed, adapting them to every kind of announcement regarding criteria that affect the appointment of members of the selection committees, such as origin, sector and professional profiles.</p>	14	Q2 to Q8	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <p>Measures to increase the diversity of the selection committees approved and implemented.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of job offers adopting diversity measures and evolution. - Number of members coming from other institutions, companies, etc. (40% increased).
<p>21.- Specialized training of the members of the Selection Committees. Within the training provision of the Institute for Training and Educational Innovation there will be courses of interest for those members of the research community participating in selection processes. The educational contents will focus on topics such as interview techniques, assessment of qualifications, etc.</p>	14	Continuous	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <ul style="list-style-type: none"> - Courses approved by governing bodies and included in the Annual training Plan. - 2 Workshop organized/year. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number and profiles of attenders (60). - Satisfaction survey to evaluate the quality of the organization, contents, speakers, performance improvement... for each workshop
<p>22.- Information about the profile of the members of the selection committee. A transparency measure will be implemented as the profiles of the members of the selection committees at the UBU website will be published in every announcement. The main gaps identified regarding this aspect have been detected in the openings related to projects.</p>	14	Q2 to Q8	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. - Human Resources. 	<p><u>Target:</u></p> <p>Transparency measures concerning profiles of members of selection committees approved by governing bodies and implemented.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of profiles published on the UBU website (40) and evolution. - Number of recruitment processes improved by the measure.
<p>23.- Improve the information supplied to the candidates after the selection process. Improvements will be made regarding the information given to the candidates after the</p>	15	Q3 to Q8	<ul style="list-style-type: none"> - Vice-Rector for Research and Knowledge Transfer. - Vice-Rector for Teaching and Research Staff. 	<p><u>Target:</u></p> <p>Publication of minutes of the selection processes.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Number of minutes published and evolution. (40% increased)

<p><i>selection process, whether they are chosen or not. The R&D programs already published the minutes with their assessment, a practice that will be extended to the rest of the selection processes.</i></p>			<p><i>- Human Resources.</i></p>	<p><i>- Number of recruitment processes improved by the measure.</i></p>
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4. IMPLEMENTATION

The HRS4R process is approached from the highest institutional compromise, in line with its Strategic Research and Knowledge Transfer Plan 2019-2024. All the scheduled actions included in this plan and the HRS4R will share the same calendar and execution mechanisms.

The HRS4R process will allow the University of Burgos to adapt its human resources policy to the requirements of the Charter and Code, conceiving HRS4R as a structural initiative whose objectives are:

- Consolidate a research environment for improving management and development of research talent.
- Provide researchers with an open, transparent and merit based recruitment system.
- Engage researchers, government bodies and administrative personnel in the consolidation of an R&D and knowledge transfer policy in accordance with the principles and objectives of the European Research Area.
- The expected outcomes of HRS4R at the University are:
 - Selection and Recruitment procedures redefined according to OTM-R criteria.
 - Instruments and services for the career development of researchers implemented.
 - Implementation of raising awareness actions in the university community about the C&C and OTM-R criteria.
 - Specific services for professional improvement of researchers available.
- The foreseen impacts of the HRS4R implementation are:
 - The University of Burgos will be a more attractive destination for the recruitment of research talent.
 - Higher adequacy of the research staff hired to the needs of the positions to be filled.
 - More satisfied researchers, efficient in the performance of their research work and committed to the institutional R&D policy.
 - More professionalized support services for the researchers.
- Step forward in the consolidation of the R&D and Knowledge Transfer policies.

The OTM-R Protocol at the University of Burgos is constituted as a tool that regulates the human resources hiring policies for research. The instrument for HRS4R implementation would be working groups and an ad hoc committee, while a Steering Committee would be used for its institutional supervision. Some of the tools used to ensure its correct implementation are progress meetings, progress reports and scorecard indicators.

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The supervision of the HRS4R process will be carried out at two levels. Firstly, the University of Burgos will create the so-called “ Committee for Strategic Actions ” (CSA), whose mission is guiding and supervising the implementation of the whole of strategic actions —including knowledge transfer— that would be promoted in research policy in the period 2019-2024. These include the proposals comprised within the HRS4R Action Plan . This Committee will be composed by representatives from different services and units with direct competences in research, including the management of human resources, taking the structure of the Working Group for HRS4R as a point of departure, in charge of the GAP analysis and the Action Plan. It will be led by the Vice-Rector for Research and Knowledge Transfer. The final composition of this Committee will be decided by the end of 2018 and it will be submitted to the approval of the university’s Management Board. It will be provided with the following supervision tools:

	<p>1. A member of the CSA will act as coordinator of each of the working groups (see next section), participating in the different tasks and supervising the observance of deadlines and activities.</p> <p>2. The CSA will directly supervise the remaining actions, directly implemented by specific units (see next section).</p> <p>3. The CSA will celebrate progress meetings to share the information about the implementation of every action and put forward correcting actions if necessary.</p> <p>On the other hand, a high-level Steering Committee will be created for the institutional follow-up of the process. It will be composed of:</p> <ul style="list-style-type: none"> - Manuel Pérez Mateos (Rector) - Jose Miguel García (Vice-Rector for Research and Knowledge Transfer) - José María Cámara (Vice-Rector for Teaching and Research Staff) - Joaquín Pacheco (Director of the Doctorate School) - Begoña Prieto (Vice-Rector for Academic Policies) <p>The Vice-Rector for Research and Knowledge Transfer, as head of the CSA, will inform regularly of the development of the implementation of the Action Plan to the Management Board and the UBU Governing Board.</p>																												
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The action plan includes heterogeneous actions regarding its scope, duration and technical complexity. For the implementation of the actions included in the Action Plan, the following working groups will be set up:</p> <table border="1" data-bbox="408 835 1366 1167"> <thead> <tr> <th></th> <th>Actions</th> <th>Unit Responsible</th> </tr> </thead> <tbody> <tr> <td>Working Group 1</td> <td>1, 12, 14</td> <td>OTRI-OTC</td> </tr> <tr> <td>Working Group 2</td> <td>2, 3, 4, 13, 15</td> <td>Doctorate School</td> </tr> <tr> <td>Working Group 3</td> <td>5, 6</td> <td>Rsearch Mangement Service</td> </tr> <tr> <td>Working Group 4</td> <td>9, 10</td> <td>VR for Research and KT</td> </tr> <tr> <td rowspan="3">Working Group 5</td> <td rowspan="3">OTM-R Actions</td> <td>VR for Research and KT</td> </tr> <tr> <td>VR for Training and Research Staff</td> </tr> <tr> <td>Human Resources</td> </tr> </tbody> </table> <p>Three other actions will be directly implemented by the following units:</p> <table border="1" data-bbox="408 1223 1291 1431"> <thead> <tr> <th>Action</th> <th>Unit in charge</th> </tr> </thead> <tbody> <tr> <td>7.- Service to researchers on diversity issues</td> <td>Diversity Unit</td> </tr> <tr> <td>8.- II Equal Opportunities Plan</td> <td>Equal Opportunity Unit</td> </tr> <tr> <td>11.- Guidance services on professional development</td> <td>UBU-Emplea</td> </tr> </tbody> </table> <p>Researchers will be members of the working groups, getting involved in the design and implementation of the actions. A public call will be launched by the CSA among the research community in order to ask for candidates. Most scientific areas and levels (R1 to R4) should be represented. For R1 researchers, the Doctorate School will be asked to propose candidates.</p> <p>Also, researchers that have participated in the elaboration of the Gap Analysis and Action Plan will be invited to join the CSA, which guarantees the continuity of the commitment of researchers involved in the first steps of the HRS4R process and a wide representation of the different levels (R1 to R4).</p> <p>In addition, the UBU research community (R1 to R4) will be directly involved in the assessment of the actions implemented by the way of satisfaction surveys, testing actions and consultation tools.</p>		Actions	Unit Responsible	Working Group 1	1, 12, 14	OTRI-OTC	Working Group 2	2, 3, 4, 13, 15	Doctorate School	Working Group 3	5, 6	Rsearch Mangement Service	Working Group 4	9, 10	VR for Research and KT	Working Group 5	OTM-R Actions	VR for Research and KT	VR for Training and Research Staff	Human Resources	Action	Unit in charge	7.- Service to researchers on diversity issues	Diversity Unit	8.- II Equal Opportunities Plan	Equal Opportunity Unit	11.- Guidance services on professional development	UBU-Emplea
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<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as</p>	<p>The adoption of the principles of the Charter & Code implies a position in favor of the quality and transparency in the management of their human resources for researchers. The HRS4R process, which would allow the institution to adapt the current practices to the requirements of the 40 principles, is conceived as a structural project, as it vertebrates the future policy and practices for the institution in these matters.</p> <p>To this end, the preparation and the implementation of the Action Plan are approached from a strategic perspective: through 2018, the University of Burgos has been designing their Strategic Research and Knowledge Transfer Plan 2019-2024, which will draw the strategic lines of the institution in subjects such as the internal organization of their research activity, the transfer of their results to society, the international cooperation in R&D, and talent management. The</p>																												

the overarching HR policy.	<p>adopted measures to ensure the alignment of the HRS4D process with the mentioned plan are:</p> <ul style="list-style-type: none"> - A joint working group for the elaboration of the HRS4R and the strategy plan, with the same members, although they will follow different methodologies while evaluating the situation of each of them. - The actions included within the Action Plan for the HRS4R will be introduced in the lines of action of the Strategic Plan to ensure the institutional compromise, the detection of synergies that may appear with different strategic lines during its implementation and the adequate coordination of the actions. - The planning of the works design in both plans intends on co-occurring with its effective date, January 1st, 2019. - The implementation of the actions included in both plans will be supervised and coordinated by a single instrument: the Committee for Strategic Actions (CSA) of the University of Burgos.
How will you ensure that the proposed actions are implemented?	<p>First, in the regulating sphere, the implementation of the suggested actions will be assumed as an institutional compromise by its highest authorities. The acknowledgment and approval of these will be double, as they are programmed within the framework of the HRS4R Action Plan as well as within the Strategic Research and Knowledge Transfer Agenda. These projects will be approved by the university Governing Board, the highest decision-making body. These strategic and institutional quality equally affects the compromise and implication of the different actors in charge of its execution, as well as the resources endowment for its implementation.</p> <p>On the other hand, in the operative sphere, the UBU is endorsed with the following supervising elements (described in the previous sections) to ensure the implementation of the actions, making a continuous follow-up that allows to identify deviations of the plan and to introduce the necessary corrections:</p> <ul style="list-style-type: none"> - Committee for Strategic Actions (CSA) - Coordinators of the ad hoc groups - Liaison agent for the assigned actions to specific units - Steering Committee
How will you monitor progress (timeline)?	<p>Measuring the progress of the Action Plan is one of the functions of the Committee for Strategic Actions. The monitoring process will consist of the following steps and mechanisms:</p> <p>1. Working groups/units meetings: <u>Participants:</u> Coordinator (CSA member), R1-R4 researchers and administrative staff. <u>Tasks:</u></p> <ul style="list-style-type: none"> - Define a working plan for the WG/unit - Implementation of the actions - Report to CSA about implementation progress <p><u>Timing:</u> According to the working plan of each group</p> <p>2. Progress meetings: <u>Participants:</u></p> <ul style="list-style-type: none"> - CSA members (WG coordinators included) - Selected WG/units members - Other stakeholders eventually called by CSA <p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Monitor the progress of the actions. - Detect deviations and propose corrective actions. - Elaboration of progress reports. - Scorecard updating. - Interim assessment preparation. <p><u>Timing:</u> Once per quarter</p> <p>3. Progress reports At the end of each year of the Action Plan, a progress report will be produced. It will gather the tasks developed within each action, the stage of their implementation and the possible deviations regarding the initial schedule. External experts will participate to guarantee the impartiality of the evaluation. The report will be transferred to the Steering Committee for its supervision and approval.</p>

	HRS4R Timeline	2019				2020			
	Action	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
	1.-Training on IPR addressed to researchers								
	2.- Anti-plagiarism tool								
	3.- Code of Good Practices in Research								
	4.- Awareness-raising workshops on good practices in research								
	5.- Researcher's Guide.								
	6.- Welcome protocol for new researchers								
	7.- Service to researchers on diversity issues								
	8.- II Equal Opportunities Plan								
	9.- Progr. for registration and evaluation of the scientific productivity								
	10.- Productivity-based Research Financing Programme								
	11.- Guidance services on professional development								
	12.-Participation in public calls								
	13.-Regulations for the supervision and mentoring of postdoc								
	14.- Encouraging mobility of researchers								
	15.- Research Career Guide								
	OTM-R	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
	16.- OTM-R Protocol								
	17.- Training on OTM-R								
	18.-Central website for R&D offers								
	19.- Improve the advertisement of job offers								
	20.- Increase diversity in the composition of the selection committees								
	21.- Specialized training of the members of the Selection committees								
	22.- Info. about the profile of the members of the selection committee								
	23.-Improve the info. supplied after the selection process								
	Monitoring actions	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
	Progress meetings	PM	PM	PM	PM	PM	PM	PM	PM
	Progress report				PR				PR
How will you measure progress (indicators) in view of the next assessment?	<p>The Committee for Strategic Actions will assume the ongoing task of measuring the progress of the planned actions in the HRS4R process. A scorecard will be the tool for gathering the indicators associated to each programmed action.</p> <p>These measuring tasks will be assigned to a member of the CSA, in charge of coordinating the data collection with the different working groups and units involved in the Action Plan. In this process two action contexts have been identified:</p> <p>1- Units already involved in mechanisms of data collection, data bases and reference indicators.</p> <p>2- Actions or services that, due to their novelty or other factors, are not measured. For them, indicators and collection mechanisms specially adapted to each case would be defined to collect the information.</p> <p>Furthermore, regarding the interim assessment, other relevant indicators will be gathered for measuring the development of the indicators associated to the principles of the Charter & Code in which adjustment measures had not been previously detected.</p> <p>The basis for the composition of the forms of the interim assessment will be:</p> <ul style="list-style-type: none"> - The second progress report (December 2020). - The information collected in the scorecard. - A rechecking of the 40 principles of the C&C using the toolkit suggested for the GAP analysis. 								

The Action Plan of the University of Burgos defined within the HRS4R process is the cornerstone of the Open, Transparent and Merit-based Recruitment (OTM-R) protocol. Although the University of Burgos has at its disposal a wide frame of internal rules concerning human resources policy, in line with the current national and regional legislation, a recruitment strategy will be defined to implement the principles of Open, Transparent and Merit-Based Recruitment.



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