



UNIVERSITAT
POLITÈCNICA
DE VALÈNCIA

Universitat Politècnica de València

Human Resources Strategy for Researchers

(Internal Review for Interim Assessment)



HR EXCELLENCE IN RESEARCH

Case number, organisation name, contact details

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Organisation's contact details:
Piotr Adam Andruczyk
paandruc@upv.es
Vice-Rectorate for Research
Camino de Vera s/n - 46022 - Valencia - Spain

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This document and the rest of files related with the UPV Human Resources Strategy for Researchers are easily accessible on the following website: <https://hrs4r.blogs.upv.es>

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1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2961
Of whom are international (i.e. foreign nationality) *	239
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	748
Of whom are women *	1030
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	2151
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	228
Of whom are stage R1 = in most organisations corresponding with doctoral level *	610
Total number of students (if relevant) *	28450
Total number of staff (including management, administrative, teaching and research staff) *	5192

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	378,6
Annual organisational direct government funding (designated for research)	91.394.216 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	47.659.874 €
Annual funding from private, non-government sources, designated for research	28.811.636 €

ORGANISATIONAL PROFILE

Universitat Politècnica de València is a public technological institution focused on the fields of engineering, business administration and arts and design. It is the only technical university in Spain present in the most relevant higher education rankings, like the Academic ranking of World University, QS-Ranking or the Times Higher Education Ranking. It is a leading institution research, being one of the most relevant actors in Spain of the Horizon Europe Program. In teaching has embraced the development of soft skills as an integral part of its curriculum and the use of ICT in teaching. Its public commitment is also visible on all its technology transfer activities, leading patents and licensing national rankings, and in continuing education activities.

2. Strengths and weaknesses of the current practice

Ethical and professional aspects:

In the same manner as in 2020 when UPV applied for the HR Award, in 2022 ethics remains pinnacle to the university activity.

UPV is a public institution, the result of public welfare spending. Using tax-payer money efficiently is part of our ethics commitment and, in addition, there are several other initiatives that make UPV a pioneering institution in terms of ethics: the Ethics Commission that assess activities according to ethical standards, the Commission in Bioethics and Animal Research. Moreover, Social Responsibility is a key area of focus of the Vice-Rectorate for Art, Science, Technology and Society.

In Spain there are more than 70 universities. The Polytechnic University of Valencia is always ranked in the Top-5 in terms of technology transfer. Nevertheless, it was detected that some researchers are too focused on their career development but not so much on the impact of their research in the social good. To offset this imbalance various measures were undertaken. For example, with the intention to further enhance dissemination, exploitation and science outreach, a new award programme was added to Action 1.

It can be said that the existing organisational structure provides sufficient opportunities to all researchers, regardless their background or their contractual situation, in order to target their research efforts into the fields they consider best. All researchers are linked to one research structure, and most of the researchers can also perform their research activity at departments. Researchers are allowed to change their affiliation to different research structure or, moreover, to create new ones provided they reach the required thresholds established. Nevertheless, during the gap analysis, it was detected that less experienced researchers are not always in equal conditions as their more experienced counterparts. In all cases existing funding schemes can bias the process.

The university has enforced an automatic system to detect plagiarism. This system allows to score every publication in terms of originality. In addition to that, the university is very active on scientific publications, where the peer review process is also supposed to guarantee originality.

UPV has an in-house systematic mechanism to monitor research activity. This system is based on an indicator called "Research Activity Index". The Research Activity Index is monitored by a committee. This committee has dedicated personnel to assess that merits are accredited appropriately. Nevertheless, certain drawbacks have been detected on this system that have already been mentioned in the GAP analysis.

The Committee reached an agreement to modify the index in accordance with what was proposed in the original Action Plan. Moreover, UPV has participated in and supported the initiative for reforming research assessment in Europe and is expected to sign the resulting agreement. This decision may require the university to further adjust the way in which research is assessed. A new Action was proposed in the Action Plan for that reason.

The exhaustive economic monitoring system conveys a professional attitude on the researchers: they need to amount to certain standards to do their work. Nevertheless, this system has also been considered "bureaucratic" and a potential threat to some activities if a better balance between effectiveness and control is not found.

Contractual obligations, in the case of researchers with no teaching profile, are considered fragmented. Nevertheless, the proposed action plan already considers several actions to improve the situation.

In terms of intellectual property, the university already provides extensive training opportunities. Moreover, ad-hoc training in this matter is also available. Nevertheless, the Gap Analysis reflected some weaknesses, like the fragmentation of this kind of training according to different contractual situations. All courses developed as a result of the UPV's Action Plan are open to the whole research community, effectively overcoming the aforementioned inconvenience.

Recruitment and selection:

The Human Resources Department provides support for recruitment and selection. Staff working at this service is expert in existing legal frameworks, capable of initiate, monitor and finalise the whole process. Nonetheless, some concerns were raised regarding the duration of the whole process. Some improvements could be done on this area, though it is true to say that there are legal requirements in terms of deadlines that are not always in line with the quick reaction researchers are expected to have.

The University is subjected to a strict regulation in terms of recruitment and selection. It is a legal requirement that every job position is open to all potential candidates and is publicly available. Nonetheless, during the GAP Analysis several situations have been detected that need to be improved. In addition, the OTM-R Analysis has also shed light in some circumstances that need to be tackled. Regardless the fact that the Human Resources Department support also international contracts, it is true to say that the absence of information in English regarding the calls was an important weakness. The original Action Plan suggested several improvements in that matter, of which some were redesigned over the time to better accommodate the changing situation. One of key improvements in this area is the pilot programme for publishing pre and postdoctoral job offers on EURAXESS portal. Another important initiative is the development of the Research Portal – a personalised website available for each researcher at UPV where they can manage many administrative tasks from one place. This includes, in case of some researchers, preparing call proposals resulting from their projects directly within this portal. Additional ways to streamline and digitalise job posting process are studied.

Researchers with teaching background have a very well-defined recruitment process. First, they need to be accredited externally, later they can opt to a position at the university. Nevertheless, provision of new positions is constrained by external rules restraining the university autonomy in this field. The Gap Analysis has also shown that this process is not so well defined for researchers with no teaching profile. The Action Plan is also intended to improve this situation.

The University participates in different programs to recruit new researchers, like the Beatriz Galindo Program or the Marie-Sklodowska Curie Action. Universitat Politècnica de València is very active in both programs therefore, we could clearly say that the intention is there. There is quite a lot of room for improvement, like the lack of an institution-wide procedure to advertise job positions in English but UPV has already started a pilot program where different procedures for advertising research related job offers are considered.

In terms of OTM-R we could say that recruitment is open, transparent and merit based, but it is true to say that there is still work to be done in order to state that we fulfil all the OTM-R Criteria. For instance, there is no one final OTM-R document published online and there is no sufficient training in the OTM-R area. There is however a website dedicated to OTM-R principles with a general commentary on this topic.

All selection committees include experts in different areas and skills. The existing legal framework has reduced the gender gap on the composition of this committees. In addition to that, the R&D Committee is responsible to back the different selection criteria, adding an extra layer of assessment to the process.

Remarks

<p>In the original Action Plan one of the Activities included posting research related job offers in English on LinkedIn and ResearchGate alongside EURAXESS. However, during the implementation period a decision was made to focus solely on EURAXESS portal as the pricing of the other two turned out to be prohibitive during the 2020-2022 period. Moreover, EURAXESS is not only a tool that allows universities to find the right talent. It is a platform for researchers, entrepreneurs, universities, and businesses to interact with each other. EURAXESS covers mobility-related topics for researchers and entrepreneurs and provides information on projects and funding and as such deserves our intensified support.</p>

Working conditions:

UPV has an active program to facilitate a balance between working requirements and personal life. The program is called “Plan Concilia” and has been working for more than a decade. It is also periodically updated – its most recent version is from 2022. In addition, the university has a kindergarten / pre-school in the campus that organises activities aimed for kids like summer camps and other activities to facilitate well-being. There is a Health Centre where all the university community can access for free to different medical services, like blood tests, medical image, cardiology, or consultancy. The University is also member of the Spanish Network of Healthy Universities, to promote a healthy lifestyle among their employees. Nonetheless, the Gap Analysis has shown that some researchers are not aware of those social benefits, especially those regarding “Plan Concilia”, and an action to better disseminate “Plan Concilia” is also foreseen.

In 2022 UPV has recognised remote work in its institutional norms, further improving its working conditions. This regulation should not be confused with measures taken previously in response to the COVID-19 pandemic. Those regulations included obligatory work from home and the number of days per week to which they applied varied from one to five, based on severity of the crisis. The new, 2022 regulation recognises remote work in normal conditions. Staff can now apply to work remotely for up to one day per week. There is a commission to periodically re-assess this normative.

In terms of physical infrastructure, the University has one of the biggest Science Parks in Spain, providing cutting edge infrastructure to do professional research in almost all fields of knowledge. There is also important research equipment, like the lab for electronic microscopy, that can be used by the whole research community and assisted by professional staff. The Gap Analysis has also shown that this kind of service should be extended to other equipment that currently is assigned to specific researchers and not available for the whole community. There are certain actions proposed to offer better access to those services.

Researchers with teaching profile are well recognised as professionals, and they have a very well-defined career that leads to an indefinite contract. Moreover, if they become civil servants their working conditions are further improved. However, those researchers with no teaching profile follow different career development paths with conditions that difficult the same recognition as the other group and they do not experience the same stability. The original Action Plan included various options to reduce this gap and due to a 2021 legislative change on the national and institutional level, this gap has been overcome in great part as the fixed-term contract was removed and then replaced by the indefinite contract.

Remarks

The “fixed-term contract of works and services” has been virtually removed from the UPV contracting practice by the Royal Decree-Law 32/2021 of 28 of December (labour reform) and its subsequent adaptation on the institutional level. This has resulted in changing the default labour contract type to “indefinite contract” at UPV. Some exceptions apply to this rule, for example, fixed-term contracts will be maintained when a contract is strictly associated with execution of the Recovery, Transformation and Resilience Plan, and when it is associated with the execution of temporary programs whose financing comes from European Union funds. Contracts of work and services concluded before the labour reform will remain in force until the end of their fixed-term period.

This normative change aided UPV’s efforts to provide a new contracting scheme for R2 researchers envisaged in the original Action Plan (Action 8), at the same time having equally positive effect on other categories of the university’s staff.

Another important remark on working conditions is the development of the “Research Portal”- an online platform that will centralise all tasks related to research management. This will further improve working conditions of researchers at UPV as they will be able to consult and manage all this personalised information regarding their research project in one place. Because of its modular structure, more functionalities can be added to it in the future.

Training and development:

There are 3 units in charge of training and development of researchers at the university: the Doctoral School, the Career Development Unit and the Educational Institute. Moreover, UPV has a Lifelong Learning Centre which has a diverse offer of more than 600 courses each year, of which many are free for the UPV staff or offer institutional discounts.

The Doctoral School at Universitat Politècnica de València (UPV) is responsible for doctoral studies, at both the academic and administrative level. It is a multidisciplinary school offering doctoral programs in different fields: Engineering and Architecture, Sciences, Arts & Humanities and Social Sciences. The School has its own strategy, which is tied to the strategies of the University's different research programmes. As part of the framework of the 2020 Strategic Plan UPV has defined as a strategic project a doctoral model that encourages the internationalisation of UPV doctoral programmes (among other objectives). The Doctoral School is responsible for training R1 researchers. It offers a program of soft skills taught online. In addition to that, some other training activities are organised to guarantee that R1 researchers get the best training.

The Career Development Unit is part of the Human Resources Service. It is in charge of providing training to administrative personnel and to researchers with no teaching profile. The main goal is to enhance competitiveness of university personnel by enhancing skills and professional capabilities in accordance with societal challenges. Training is provided according to 3 main streams:

- The twice-yearly training plan aimed to deliver training based on transversal content and suited for all professional fields, including research
- Training grants to support those employees that do not find their needs fulfilled with the existing twice-yearly training plan
- Training in foreign languages in partnership with the Centre for Languages Development

In addition, there is a new self-learning strategy. It is based on a series of online activities available to every employee (Personal Learning Space / Espacio Personal de Aprendizaje).

The Educational Institute pursues improving academic skills on everything both related to working as teachers and researchers. It also supports other agents like students, deans and the university community broadly speaking. In terms of teaching the Educational Institute suggests the following goals:

- To provide a coherent training catalogue in accordance with the needs expressed by the different stakeholders
- Fulfil individual and collective needs for training
- Analyse the impact of training in their daily activities.

As mentioned in the Gap Analysis performed in the Application Phase, the current organisational structure does not provide a coherent view of training for researchers. Each of the three units is aimed at a different group, and researchers can only apply to those learning activities that are part of the unit they "belong" to. The action to provide a single curriculum for research is considered to help on providing a better option for researchers. UPV is currently undertaking several initiatives to overcome this gap. For example, the course on learning methodologies offered by the Educational Institute is now also available to researchers with no teaching profile as there is also a process to allow them to collaborate in teaching activities. Moreover, all new courses created as a result of the implementation of the Action Plan are made available to the whole research community and they are offered by the Lifelong Learning Centre or the Career Development Unit.

UPV offers a coherent learning environment for all online training it provides. This is due to deploying one platform called Poliformat across all its services that offer online training. As a result, there is no learning curve to overcome when engaging with courses offered by different services.

Remarks

<p>The original Action Plan included various Activities to create new courses which were linked to Standards (goals) defining expected participation thresholds. These were set based on the assumption that these activities would be offered as the type of online courses that once designed and opened can be massively attended and require none or little attention from the professors. Over the time the preferred modality of these online activities evolved into one that encourages more interaction between participants and professors. As a result, the new plan is to organise various editions of these courses with each edition having a lower participants limit, and correspondingly requires the associated standards to be redefined.</p>
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Have any of the priorities for the short and medium term changed?

UPV, like many other universities, was affected by the extraordinary situation caused by the COVID-19 pandemic. In response to it, priority was given to finding ways for continuing the research activity and maintaining the teaching capacity of the institution. The management, staff and students had to embrace the way of working that included intensive use of modern technologies.

With this experience the emphasis has shifted to developing digital competences among the whole UPV community. This includes using digital tools and raising awareness related to IT security. For example, the use of digital signatures is now widespread, and most meetings can take place online.

A new Strategic Plan of UPV is being developed. It has not yet reached its final form, and it is hard to state with all the certainty how it will affect our HR Strategy but based on the interviews carried with the people responsible for the creation of the new Strategic Plan, the implementation of the principles set out in the C&C should remain being UPV's priority.

Overall, the medium- and short-term priorities related to the HRS4R haven't changed. UPV remains committed to the idea of implementing C&C principles.

Have any of the circumstances in which your organization operates changed and as such have had an impact on your HR strategy?

As mentioned in the previous paragraph, the circumstances in which the organization operates were to some extent affected by the COVID-19 pandemic. Unfortunately, some aspects of our HR Strategy had to temporarily give priority to other tasks as the efforts of the staff had to shift its focus.

Due to the economic incertitude related to the COVID-19 pandemic, preventive measures were undertaken to increase the level of sustainability for the execution of the Action Plan. This mainly manifested itself in reframing some of the activities so that their execution no longer required creation of new units and structures. Instead, the focus was shifted to updating and reusing of high-quality assets that the university already had.

In the spring of 2021, the university's management changed, and the timeline of some activities was affected due to the transitional period and the re-assignment of competences of some of the Vice-Rectorates. The biggest change was the division of the former Vice-Rectorate for Research, Innovation and Transfer into two separate vice-rectorates: The Vice-Rectorate for Research and the Vice-Rectorate for Innovation and Transfer. This change also affected the composition of the HRS4R Committees (e.g., the position of the President of the Steering Committee could no longer be held by the Vice-Rector for Research, Innovation and Transfer because this figure ceased to exist). Another change worth mentioning was creation of a new department within the UPV Financial Management Office dedicated to R&D support (*Vicegerencia de Apoyo a la I+D+i*)

Are any strategic decisions under way that may influence the action plan?

As mentioned earlier, the new Strategic Plan for UPV is being developed. At the present moment its final version has yet to be revealed and it is impossible to predict, with complete certainty, how it will affect our HR Strategy. Based on the information provided by the people responsible for the creation of this document an assumption can be made that the implementation of the principles set out in the C&C will maintain its priority and thus should not have any negative influence on the Action Plan.

UPV actively participates in the initiative for Reforming Research Assessment in Europe and expressed its interest in in being part of a coalition on reforming research assessment. UPV was represented during the Stakeholders Assemblies and now, when the final version of the agreement is ready, it is expected to be signed.

This decision may influence positively some parts of the Action Plan. Especially those related to research assessment.

Action Plan

3. Actions

Code	Action	Current status
A1	Program for better dissemination, exploitation and science outreach	In progress
A2	Observatory and learning program on legal and financial aspects for R&D activities	In progress
A3	Assessment and enhancement of existing R&D practices in project management, IT security and health and safety procedures	In progress
A4	To setup the Researcher Career Development Unit	In progress
A5	UPV researcher development framework	In progress
A6	Enhance recruitment practices for R2 short term research contracts	Completed
A7	A one-stop shops for EU researchers' merits recognition at UPV	In progress
A8	Research incentives and salaries	In progress
A9	Teaching and Research	In progress
A10	Definition of an action to implement and monitor the OTM-R policy at UPV	In progress
A11	Tighten cooperation with EURAXESS	New
A12	Observatory for the implementation of the Reform of research assessment	New

A1: Program for better dissemination, exploitation and science outreach

Specific: What will we achieve?

The goal of this action is to increase the number of dissemination, exploitation and communication activities in the field of research, so science from UPV is better accessed by scientists worldwide, more demanded by companies as a resource, and better embraced by society at large.

Specific: How will we know when it is done?

- I1.1: There is an online course about exploitation of research results available for the research community at UPV. This course is available for the whole research community.
- I1.2: There is an online course about dissemination of research results available for the research community at UPV. This course is available for the whole research community.
- I1.3: There is an online course about the importance of science outreach. This course is available for the whole research community.
- I1.4: A new budget line of the university is allocated exclusively for research dissemination, exploitation and science outreach
- I1.5: An annual science fair is host at each of the city centres where UPV has a campus (i.e., Valencia, Alcoy and Gandía)
- I1.6: An annual “inventions fair” is host at UPV premises, on each of UPV’s campuses (i.e., Valencia, Alcoy and Gandía)
- I1.7: An annual conference on dissemination and exploitation of results is host at UPV
- I1.8: Agreements with civil society institutions are reached in order to increase UPV’s science outreach capacity
- I1.9: A rewards system, aimed at researchers, is established in order to foster dissemination, exploitation and communication activities
- I1.10: There is a continuous yearly increasement on the recognition of technology transfer activity by researchers at UPV on the assessment carried out by the National Agency of Accreditation
- I1.11: The UPV maintains its position on the U-Ranking as one of the most renowned Spanish universities in technology transfer
- I1.12: There are more collections publicly available at the open repository “Riunet”
- I1.13: More research objects are flagged as open at UPV by the Open Access Monitor
- I1.14: The annual research awards ceremony is held at the UPV with awards in the following categories: Award for Excellent Research Trajectory, Award for Excellent Research Publication, Prize to the media impact of research, Award for innovative activity in communication and scientific dissemination, Award for the transfer of research results.

Measurable: Metrics

- M1.1: Percentage of researchers that complete the online course about exploitation of research results
- M1.2: Percentage of researchers that complete the online course about dissemination of research results
- M1.3: Percentage of researchers that complete the online course about science outreach
- M1.4: Euros invested on the new budgetary lines dedicated to encouraging researchers on disseminating, exploiting and communicating research results
- M1.5.1: Number of researchers participating in the annual science fair

- M1.5.2: Number of participants in the annual science fair
- M1.6.1: Number of researchers participating in the annual “inventions fair”
- M1.6.2: Number of participants in the annual “inventions fair”
- M1.7: Number of participants in the annual conference on dissemination and exploitation of results
- M1.8: Number of agreements signed with civil society institutions
- M1.9: Research Activity Index updated
- M1.10.1: Percentage of researchers that obtain the recognition from the National Agency for Accreditation on their work on exploiting research results
- M1.10.2: Number of patents, licenses and research contracts
- M1.11: UPV’s position at U-Ranking on the Technology Transfer field
- M1.12: Number of collections available at the open research repository, “Riunet”.
- M1.13: Percentage of research objects flagged as “open” by the Open Access Monitor
- M1.14.1: Number of awarded researchers
- M1.14.2: Number of participants

Measurable: Standards

- S1.1: On S6 40% of researchers have followed the online course about exploitation of research results available for the research community at UPV. All researchers should have followed the online course by S8
- S1.2: On S6 40% of researchers have followed the online course about dissemination of research results available for the research community at UPV. All researchers should have followed the online course by S8.
- S1.3: On S6 40% of researchers have followed the online course about the importance of science outreach. All researchers should have followed the online course by S8.
- S1.4: At least 500.000 € are allocated to the promotion of dissemination, exploitation and communication activities
- S1.5.1: At least 30 researchers per year present research actions at the annual science fair
- S1.5.2: At least 1000 people visit the annual science fair
- S1.6.1: At least 30 researchers per year present research actions at the annual science fair
- S1.6.2: At least 500 people visit the annual science fair
- S1.7: At least 300 people attend the annual conference on dissemination and exploitation of results
- S1.8: 10 new agreements per year are signed with civil society institutions for science outreach
- S1.9: Research Activity Index updated by S5
- S1.10.1: At least 60% of researchers get the recognition for their work on research exploitation from the National Agency of Accreditation
- S1.10.2: A sustained increase of 5% per year in number of patents, licenses and research contracts
- S1.11: Maintain UPV on the top-5 of the U-Ranking monitoring research exploitation activities by universities in Spain
- S1.12: Reach 300.000 collections at the open research repository “Riunet) by S7
- S1.13: Reach 90% of objects flagged as open by the Open Access Monitor by S5
- S1.14.1: 5 researchers awarded annually
- S1.14.2: 100 attendees to the event

Achievable: Skills

- Proficiency in English
- Science outreach
- Distance learning
- Communication
- Event management
- Technology Transfer

Achievable: Resources

An increase in the budget dedicated to this activity will be needed. The goal is to reach 500.000€ per year. Additionally, it will be necessary campus facilities, municipality facilities, IT resources and human resources to implement this action. The UPV already has personnel dedicated to technology transfer, open access and science outreach. There are different units responsible for the implementation (See Responsible Unit field).

Relevant: Which priorities does it relate to?

It addresses several Charter and Code criteria (i.e., 7, 8, 9, 11, 24 and 38). Additionally, the UPV's Strategic Plan includes different strategic projects to foster dissemination, exploitation and science outreach, like project 3.3, named "Creation, dissemination, visibility and accessibility of information and research results", strategic project 3.1, named "Build a portfolio of products and services related to technology transfer" or project 4.1, named "Networking with companies".

Relevant: Why should it be done?

During the qualitative analysis participants showed no common understanding of public engagement, and maintained that activities like exploitation, dissemination and science outreach were not sufficiently taken into consideration by the university, specially on what it represents on the Research Activity Index. In addition, the tools available for dissemination and exploitation were vaguely described, denoting a superficial knowledge of what the university was offering on this field. As a result, an improvement area was detected, related with criteria 8 and 9. Several actions were defined and subjected to prioritisation, by an internal survey were the vast majority of researchers participated. Eventually, this action was selected among those most voted ranked the third over 41 actions.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2021 (S1) and expected to conclude on December 2025 (See the work chronogram for more details), but the different activities expand trough the whole HRS4R process. See "Standards" row for further details.

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular activity are listed here.

- A1.1: Prepare an online course about exploitation of research results available for the research community at UPV
- A1.2: Prepare an online course about dissemination of research results
- A1.3: Create an online course about science outreach
- A1.4: Budgetary provisions
- A1.5.1: Annual science fair in Valencia
- A1.5.2: Annual science fair in Gandía

- A1.5.3: Annual science fair in Alcoy
- A1.6.1: Annual inventions fair in Valencia
- A1.6.2: Annual inventions fair in Gandía
- A1.6.3: Annual inventions fair in Alcoy
- A1.7: Organise the annual conference on dissemination and exploitation
- A1.8.1: Monitor civil society institutions interested on science outreach
- A1.8.2: Prepare agreements to be signed with civil society institutions
- A1.9.1: Agreement on a new revised version of the Research Activity Index
- A1.9.2: Approve, in the Governing Council, the new Research Activity Index
- A1.10.1: Apply for the recognition from the National Agency for Accreditation on their work on exploiting research results
- A1.10.2: Add extra points for each patent, license or research contracts
- A1.11: Monitor U-Ranking on the Technology Transfer field
- A1.12: Add extra points at the research activity index for each collection published on the open research repository, "Riunet".
- A1.13: Add extra points at the research activity index for each collection published on the open research repository, "Riunet" objects flagged as "open" by the Open Access Monitor
- A1.14: Organise an annual UPV research awards ceremony.

Responsible units:

This action will be coordinated by the Vice-Rectorate for Research, Innovation and Technology Transfer. Other units involved on the implementation of this action are listed below.

- Career Development Unit
- Doctorate School
- Institute for Educational Sciences
- Communications Office
- Technology Transfer Office
- Human Resources Department
- Legal Department
- Bursar

Remarks:

- R1.1: A course for A1.1. is being developed and will be available on S4.
The course is titled "*Protección de la Innovación, Transferencia de Conocimiento y Emprendimiento*" (Protection of innovation, knowledge transfer and entrepreneurship) and consists of three modules:
 - 1) *Protección de la Innovación* (protection of innovation)
 - 2) *Explotación de Resultados de la Investigación* (exploitation of research results)
 - 3) *Emprendimiento y Creación de Startups* (entrepreneurship and creation of startups)
 Providing data on S1.1. standard will be possible after the first edition of the course is finished. Moreover, UPV organises a variety of different types of events related to the topic of exploitation of research results, for example the Conference titled "Should we protect research results of the UPV?" focussed of IPR.
- R1.2: A course for A1.2 is being developed and will be available on S4.
Title: "*Comunicación Científica: High Standards for Scientific Production And Communication*" (scientific communication: high standards for scientific production and communication)
Providing data on S1.2. standard will be possible after the first edition of the course is finished.

- R1.3: A course for A1.3 (science outreach) is being developed. Providing data on S1.3. standard will be possible after the first edition of the course is finished. Besides this course, the Communication Area organised two workshops on science outreach:
 - 2021: *Cómo enfrentarse a una entrevista* (how to approach an interview), 2 editions, 35 pers each.
 - 2022: *Del laboratorio a los medios de comunicación* (from laboratory to communication media), 2 editions, 35 pers. each.
- R1.4: There are various budgetary lines related to the promotion of dissemination, exploitation and communication activities that depend on the following structures. These lines are not consolidated into one, but the overall goal set in standard S1.4 is met in 204% (total amount 1.023.782,05€)
 - Vice-Rectorate for Internationalization and Communication has a budgetary line for the Office of Communication: OFG00207 of 343.824,00€
 - Centre for Lifelong Learning:
 - 20.000€ of the general budgetary line is destined for communication (website and newsletters).
 - 35.000€ is destined for the "*activa tu futuro*" info sessions.
 - Vice-rectorate for Innovation and Technology Transfer
 - 170.208,66 € destined for the Activity 1 of the 2022 Action Plan: "*CPI-GESTIÓN: Gestión y coordinación de la Ciudad Politécnica de la Innovación*" and 424.749,39 € destined for the Activity 2: "*UPV-INNOVACIÓN: Apoyo al programa de promoción de servicios de la UPV a la sociedad en materia de innovación*"
 - Vice-rectorate for Research
 - 30.000 € destined for the project "*Implementación de la Estrategia de Recursos Humanos para la Investigación*" (Implementation of the HRS4R).
- R1.5.1: The COVID pandemic affected the organisation of the events planned in A1.5.1, A1.5.2, A1.5.3, A1.6.1, A1.6.2, A1.6.3. Some of them were cancelled, some were modified. Alternatively, the following events were held for the A1.5.1:
 - 2020: the Library and Scientific Documentation Office organised the "*Open Science Week*" online event attended by 100 participants.
 - 2021: event cancelled
 - 2022: "*Open Science Week*" scheduled but not yet organised at the time of preparing this report.
 - 2022: UPV took part in the *European Night of Researchers* (Noche Europea de Investigadores) on 30/09/2022. 26 UPV researchers participated in the event and the estimate number of visitors was 5000.
- R1.5.2: The COVID pandemic affected the organisation of the events planned in A1.5.1, A1.5.2, A1.5.3, A1.6.1, A1.6.2, A1.6.3. Some of them were cancelled, some were modified. Alternatively, the following events were held for the A1.5.2:
 - 2021: *Gandía Science Week*. approx. 20 UPV researchers, approx. 150 visitors
 - 2022: scheduled for November. Not yet organised at the time of preparing this report.

- R1.5.3: The COVID pandemic affected the organisation of the events planned in A1.5.1, A1.5.2, A1.5.3, A1.6.1, A1.6.2, A1.6.3. Some of them were cancelled, some were modified.
 - 2021: *Science Week*- approx. 13 researchers and 8069 visitors (1386 on-site and 6683 on-line) and *Youth & Science* series of events- 20 researchers and 17365 participants (2945 on-site and 14420 on-line).
 - 2022: planned for November 2022

- R1.6.1: The COVID pandemic affected the organisation of the events planned in A1.5.1, A1.5.2, A1.5.3, A1.6.1, A1.6.2, A1.6.3. Some of them were cancelled, some were modified. Alternatively, the following events were held for the C1.6.1:
 - 2021: cancelled
 - 2022: expo/fair "*Futuritat*" 05/05-08/07/2022. 45 researchers and 213 visitors. Moreover, UPV participated in various fairs organised by other institutions, for example: *Patents for Innovation (P4I)*, *Mobility Innovation Valencia*, *Eco Chemical*.

- R1.6.2: The COVID pandemic affected the organisation of the events planned in A1.5.1, A1.5.2, A1.5.3, A1.6.1, A1.6.2, A1.6.3. Some of them were cancelled, some were modified. Alternatively, the following events were held for the C1.6.2:
 - 2021: *#FEBRUARY11*, approx. 10 researchers and 500 visitors
 - 2022: *#FEBRUARY11*, approx. 15 researchers and 700 visitors

- R1.6.3: The COVID pandemic affected the organisation of the events planned in A1.5.1, A1.5.2, A1.5.3, A1.6.1, A1.6.2, A1.6.3. Some of them were cancelled, some were modified. Alternatively, the following events were held for the C1.6.3:
 - 2021: Alcoy Campus was represented in the "technology zone" during the event "*Fira Tots Sants de Cocentaina 2021*". 5 researchers and approx. 108000 visitors (30% of 360.000 total visitors during three days of the event)
 - 2022: planned for November

- R1.7: The conference on dissemination and exploitation "*Jornada UPVINNOVACIÓN*" is organised annually at the UPV.
 - 2021: on-line format, 150 participants.
 - 2022: mixed format. 150 participants.

- R1.8.1: Within UPV each unit / structure is responsible for managing relations with their partners outside of the UPV. The most prolific ones are:
 - Career and Employment Office (SIE) with their "business chair" programme (*es. cátedras*).
 - 2021: 17 new agreements
 - 2022: 3 agreements signed up to date, but 17 scheduled until the end of the year.
 - Vice-Rectorate for Art, Science, Technology and Society:
 - between 2021 and 2022: 57 agreements with NGOs and some more in 2022:
 - Laser Talks: agreement with *Piratas de la Ciencia* association and *Centre del Carme de Cultura Contemporànea* cultural centre.
 - *Hacia una nueva cultura científica* (citizen science programme) inaugurated on 26-27/09/2022 with a workshop, agreement with Council of Innovation, Universities, Science

and Digital Society.

- Other agreements with museums:
 - Bombas Gens, CCCC
 - Social action agreements:
 - Helsinki España, Agua Pura, Te daré la Luna
 - Research Management Service (SGI):
 - 2021: 4 agreements with FECYT (Spanish Foundation for Science and Technology): *CONCIENCIADAS, Semana de la Ciencia, Jóvenes con Ciencia, Descubre y Disfruta con la Ciencia*.
 - Communication Office (ACOM):
 - Murals "*women of science*". It is worth mentioning that this project won a Prisma Prize in 2022 (XXXV edition).
- R1.8.2: The standard set in S1.8.1 is met and exceeded as shown in R1.8.1.
 - R1.9.1:

S1.9 A revised version of Research Activity Index was agreed on during the meeting of the Research Activity Index Committee on 16/09/2022. It included adding extra points for patents, licenses, research contracts, for each collection published on the open research repository "Riunet" and for each collection published on the open research repository "Riunet" flagged as "open" by the Open Access Monitor.
 - R1.10.1: Until present day there was only one call for recognition of researchers' activity in exploitation. ANECA (the National Agency for Accreditation) organised the call in 2019. In this call 364 researchers from the UPV were evaluated positively. So far, standard S1.10.1 is met partially (15,5%) but as explained above, it was impossible to meet it completely since there was only one call organised by ANECA. If more calls are organised, UPV should meet the standard completely by 2025.
 - R1.10.2: No. of patents, licenses and contracts in:
 - 2020: 368
 - 2021: 386

Standard S1.10.2 is met partially at 4,89%

A revised version of Research Activity Index was agreed on during the meeting of the Research Activity Index Committee on 16/09/2022. It included adding extra points for patents, licenses, research contracts, for each collection published on the open research repository "Riunet" and for each collection published on the open research repository "Riunet" flagged as "open" by the Open Access Monitor.
 - R1.11: There is no "technology transfer" field in the recent U-Ranking reports. Instead, the "research and innovation" field was used as it encompasses technology transfer. The position of the UPV is as follows:
 - 2020: 5th
 - 2021: 5th
 - 2022: 4th

- R1.12: Standard S1.12 measured on S4 (2022). RIUNET has 126070 collections in total, out of which 113067 (83.1%) belong to "research" and "teaching" categories. On S7 standard S1.12 can be met completely.
A revised version of Research Activity Index was agreed on during the meeting of the Research Activity Index Committee on 16/09/2022. It included adding extra points for patents, licenses, research contracts, for each collection published on the open research repository "Riunet" and for each collection published on the open research repository "Riunet" flagged as "open" by the Open Access Monitor.
- R1.13: S1.13 consulted on S4 (2022) Currently 98,84% of research objects are flagged as open. S1.13 is met before its due date on S5.
A revised version of Research Activity Index was agreed on during the meeting of the Research Activity Index Committee on 16/09/2022. It included adding extra points for patents, licenses, research contracts, for each collection published on the open research repository "Riunet" flagged as "open" by the Open Access Monitor.

A2: Observatory and learning program on legal and financial aspects for R&D activities

Specific: What will we achieve?

The goal of this action is to show the relevance of contractual and legal obligations to R1 and R2 researchers

Specific: How will we know when it is done?

- I2.1: The course is open for registration
- I2.2: Learning achievement is recognised by means of a certification
- I2.3: The observatory on the needs of legal and financial aspects for R&D is set up

Measurable: Metrics

- M2.1.1: Percentage of R1 and R2 researchers that complete the online course M2: Percentage of researchers that complete the online course about dissemination of research results
- M2.1.2: Number of researchers certified
- M2.2: Satisfaction level with the course
- M2.3: Number of researchers consulted

Measurable: Standards

- S2.1.1: On S6 50% of R1 and R2 researchers have followed the online course. All researchers should hold a certification by S8
- S2.1.2: By S8, the whole population of R1 and R2 should have been certified. From that moment new editions will be done to cover newcomers
- S2.2: 80% of participants are highly satisfied with what they learned during the course
- S2.3: Every year, all researchers should be consulted as part of the observatory on needs of legal and financial aspects of R&D

Achievable: Skills

- R&D funding mechanisms
- International calls aimed to fund R&D
- R&D contractual obligations
- European legal framework for R&D
- National legal framework for R&D
- Regional legal framework for R&D

Achievable: Resources

Personnel from the Research Management Service will be in charge of preparing this course and conducting annually the observatory. External experts should be hired in some specific fields, like the ones about the different research programs. For additional information see "Responsible units" below.

Relevant: Which priorities does it relate to?

Criterion 5 is considered highly impacted by this action, especially for mentioning that "Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions". However, criteria 4 and 6 are also considered affected by this action. In addition, UPV's Strategic Plan defines a learning program aimed to researchers. The Doctoral School priorities are also in line with this action. There were several comments made by participants about the lack of understanding of the legal and financial aspects of R&D, especially in the case of R1 and R2 researchers. It is true to say that the

regulatory framework for R&D is wide and complex, and sometimes difficult to attain when researchers are still trying to set their path in their research field. Not being trained in this field constrains the opportunities to obtain finance and, as a result, to progress in their research careers. In addition, it is considered of the highest importance, the understanding of the legal terms of the contract signed by a R1 and R2.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on July 2021 (S2) and expected to conclude in December 2025 (See the work chronogram for more details), but the different activities expand through the whole HRS4R process. See “Standards” row for further details.

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A2.1.1: Prepare the syllabus of the course
- A2.1.2: Select the tutors and experts
- A2.1.3: Prepare the online material
- A2.2.1: Certificate participants
- A2.2.2: Perform a satisfaction survey among participants
- A2.3.1: Prepare the survey
- A2.3.3: Produce a report on the needs of researchers on legal and financial aspects of R&D

Responsible units:

This action will be coordinated by the Research Management Service. Other units involved on the implementation of this action are listed below.

- Career Development Unit
- Institute for Educational Sciences
- Technology Transfer Office
- Vice-Rectorate for Research, Innovation and Technology Transfer
- Doctoral School

Remarks:

- R2.1.1: The UPV is currently not developing any course on legal and financial aspects of R&D activities. Alternatively, UPV participates in the anti-fraud course ordered by five regional universities and designed by the local (autonomic) government. The course covers topics related to fraud prevention in research and in public entities.
- R2.1.2: The UPV is currently not developing any course on legal and financial aspects of R&D activities. Alternatively, UPV participates in the anti-fraud course ordered by five regional universities and designed by the local (autonomic) government. The course covers topics related to fraud prevention in research and in public entities.
- R2.1.3: The UPV is currently not developing any course on legal and financial aspects of R&D activities. Alternatively, UPV participates in the anti-fraud course ordered by five regional universities and designed by the local (autonomic) government. The course covers topics related to fraud prevention in research and in public entities.

- R2.2.1: Regarding the anti-fraud course, UPV is responsible for issuing certificates for this course.
- R2.2.2: Regarding the anti-fraud course, UPV is responsible for performing the satisfaction survey at the end of this course.
- R2.3.1: The Vice-Rectorate for Research designed and will perform the survey on needs of training related to legal and financial aspects of R&D activities on S4. Standard S2.3 sets the goal for consulting 15% of researchers each year. A decision was made to consult all researchers instead.
- R2.3.2: The exact number of researchers will be known after the survey is performed on S4.
- R2.3.3: The report on the needs of training related to legal and financial aspects of R&D activities will be produced according to schedule on S4. It will be used as a guide for the preparation of future courses.

A3: Assessment and enhancement of existing R&D practices in project management, IT security and health and safety procedures

Specific: What will we achieve?

The goal of this action is to improve researchers working conditions at UPV by confronting 4 essential requisites on an R&D environment deemed successful: R&D grant management, R&D project management, IT security and health and safety procedures.

Specific: How will we know when it is done?

- I3.1: An external IT risk assessment audit has been performed
- I3.2: Health and safety procedures on every R&D facility are vetted by an external expert
- I3.3: Improvement actions are set in practice as a result of the IT risk assessment and health and safety assessment
- I3.4: An online repository of best practices for R&D grant management is available for the whole research community
- I3.5: An online course of R&D project management is available for the whole research community
- I3.6: New staff receives training on IT security in the scope of their initial training at UPV

Measurable: Metrics

- M3.1: Number of improvement areas detected in the course of the IT risk assessment
- M3.2: Number of improvement areas detected in the course of the health and safety external audit
- M3.3: Percentage of improvement actions set in practice vs the total improvement areas detected (M3.1+M3.2)
- M3.4: Number of best practices available at the online repository
- M3.5: Percentage of researchers that follow the online course
- M3.6: Percentage of staff successfully finishing the course

Measurable: Standards

- S3.1: All IT resources are assessed
- S3.2: All R&D facilities are assessed
- S3.3: At least 90% of improvement actions have been addressed by S10
- S3.4: More than 100 best practices for R&D grant management are collected
- S3.5: At least 90% of researchers have followed the online course
- S3.6: 100% of new staff members finishes the course successfully on S9.

Achievable: Skills

- IT security: there is an internal IT service to assist the process
- Personnel from the R&D facilities will help on the process
- Financial resources are already available for these actions
- Health and Safety at work
- Distance learning

Achievable: Resources

Personnel from the Research Management Service will be in charge of compiling best practices. People from the IT service will assist the process. Personnel from the Health and Safety Service will support to the

external assessment. The Career Development Unit will provide the courses. There are sufficient financial resources to finance the external audits. See "Responsible units" for further details.

Relevant: Which priorities does it relate to?

Criterion 7 will be the most affected by this action, but also 3, 4, 6, 23, 38 and 39. Necessary precautions for health, safety, information disaster or back up strategies will be on the sport.

Relevant: Why should it be done?

During the qualitative analysis participants expressed that though there is a general framework for labour risk prevention, the heterogeneity of research activities needed a broader approach than the existing one. During the quantitative analysis, this action was ranked the 12th over a total of 41 potential actions.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2021 (S1) and expected to conclude in December 2025 (See the work chronogram for more details), but the different activities expand through the whole HRS4R process.

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A3.1.1: Select an external company for the IT assessment
- A3.1.2: Perform the IT assessment
- A3.2.1: Select an external company for the Health and Safety assessment
- A3.2.2: Perform the Health and Safety assessment
- A3.3.1: Define an implementation plan
- A3.3.2: Implement the improvement actions
- A3.3.3: Assess the level of completion of the implementation plan
- A3.4.1: Setup an online repository
- A3.4.2: Feed the system with best practices
- A3.4.3: Ask users to feed the system with their own best practices
- A3.4.4: Verify user supplied best practices
- A3.4.5: Setup a search engine for best practices
- A3.4.6: Make the online repository publicly available
- A3.5.1: Construct the syllabus of the course
- A3.5.2: Prepare materials
- A3.5.3: Open the course for registration
- A3.5.4: Monitor course development
- A3.5.5: Certification
- A3.6.1: Construct the syllabus of the IT security course offered within the scope of the initial staff training at UPV
- A3.6.2: Prepare materials
- A3.6.3: Include course in initial formation of staff

Responsible units:

This action will be coordinated by the Vice-Rectorate for Sustainability and Campuses. Other units involved on the implementation of this action are listed below.

- Career Development Unit
- Institute for Educational Sciences
- Technology Transfer Office
- Human Resources Department
- Vice-Rectorate for Digital Resources
- Doctoral School

Remarks:

- R3: Regarding IT security, it is worth mentioning that in 2022 the Area for Cybersecurity was created at UPV and that the Director of the Research Management Office participated in a 6-month long secondment programme as Director of the Office for Industrial Cybersecurity at the *Generalitat Valenciana* (Valencian Community local government). These developments further aid UPV IT security.
- R3.1.1: The company responsible for performing the IT assessment is "S2 Grupo". The assessment was performed in the period encompassing December 2021 and January 2022.
- R3.1.2: 2021: 43 improvement areas in 6 categories were detected during the IT assessment.
- R3.2.1: The health and safety assessment was handled internally due to difficulties in finding a company with the capacity to perform such assessment.
 - 2021: 20 improvement areas were detected
 - 2022: 24 improvement areas were detected
- R3.2.2: The health and safety assessment was performed in 2021 and 2022. In 2022 the number and % of assessed structures is as follows:
 - 12 schools (85%)
 - All departments of the Rectorate and 28 central services (75%)
 - 10 institutes (71,42%)
 - 15 departments (35,72%)
 Standard S3.2 is met. The goal is to cover 100% of our structures in 2025.
- R3.3.1: There are two separate implementation plans. For the IT assessment and for the health and safety assessment respectively.
- R3.3.2:
 - Health and safety implementation plan
 - 2021: 17/20 (85%) actions implemented (Standard S3.3 met in 94%)
 - 2022: 24/24 (100%) actions implemented (Standard S3.3. met in 100%)
 - IT security implementation plan
 - 2021: 43/43 (100%) actions implemented (Standard S3.3 met in 100%)
- R3.4.1: This activity will be divided in two phases. 2022: the pilot phase in which the Guide of good practices in R&D practices will be made available online. The second phase will take place in 2023 and will cover the creation of the fully functional repository. Time goals of activities A3.4.1-A3.4.4. were adjusted.

- R3.4.2: The guide corresponding with phase 1 will be published online on S4.
- R3.4.3: This activity will be divided in two phases. 2022: the pilot phase in which the Guide of good practices in R&D practices will be made available online.
The second phase will take place in 2023 and will cover the creation of the fully functional repository.
Time goals of activities A3.4.1-A3.4.4. were adjusted.
- R3.4.4: This activity will be divided in two phases. 2022: the pilot phase in which the Guide of good practices in R&D practices will be made available online.
The second phase will take place in 2023 and will cover the creation of the fully functional repository.
Time goals of activities A3.4.1-A3.4.4. were adjusted.
- R3.4.6: This activity will be divided in two phases. 2022: the pilot phase in which the Guide of good practices in R&D practices will be made available online.
The second phase will take place in 2023 and will cover the creation of the fully functional repository.
Time goals of activities A3.4.1-A3.4.4. were adjusted.
- R3.5.1: Calendar adjusted.
Alternatively, UPV has organised a course on managing funds related to the *NEXT GENERATION EU* scheme. The course took place between September and October 2022 and was limited to 20 participants.
- R3.5.2: Calendar adjusted.
Alternatively, UPV has organised a course on managing *NEXT GENERATION EU* funds. The course took place between September and October 2022 and was limited to 20 participants.

A4: To setup the Researcher's Career Development Unit

Specific: What will we achieve?

A comprehensive approach to human resources management related with research. A new unit will be set up aimed to support all facets of a researcher's career, including training, mentoring, professional guidance, and human resources management. The new unit will surpass the current fragmentation existing in research learning provision, with a Career Development Unit for non-academic staff and an Institute for Educational Sciences for researchers with teaching profile. The new Researcher's Career Development Unit will overcome existing overlapping, inefficiencies and inequalities in learning provision.

Specific: How will we know when it is done?

- I4.1: A comprehensive list of training, based on researchers demands, is open for registration
- I4.2: Mentoring services are available for R1 and R2 researcher
- I4.3: Professional guidance seminars are open for every researcher at the university
- I4.4.1: Dedicated personnel for managing exclusively human resources management is designated
- I4.4.2: A new unit dedicated to managing research related human resources issues is giving service to the whole UPV community
- I4.5: PhD tutoring assessment is ready

Measurable: Metrics

- M4.1: Number of courses available at the catalogue
- M4.2: Number of queries to the new mentoring service
- M4.3: Number of participants on the seminars
- M4.4.1: Number of persons assigned to the new unit
- M4.4.2: Satisfaction with the new service
- M4.5.1: Number of Thesis tutoring assessed
- M4.5.2: Improvement actions implemented

Measurable: Standards

- S4.1: At least 20 courses are available at the catalogue
- S4.2: All queries responded in less than 5 days
- S4.3: At least 50% of researchers participate annually on the professional guidance seminar
- S4.4: Satisfaction with the new service is higher than 90%
- S4.5: At least 20% of the total thesis are assessed every year

Achievable: Skills

- Human Resources management
- Research grants management
- Training
- Quality control
- Pedagogy
- PhD tutoring

Achievable: Resources

Currently there is a central human resources department that would provide part of the personnel for the new unit. In addition, staff offering training for researchers from different units (Education Centre, Continuing Education Centre, Human Resources Department), would become part of the staff of the new unit. In addition, new staff should be hired in order to manage the monitoring program and the professional advice of the new unit. For further information on the implementation needs, please see below (Responsible Units).

Relevant: Which priorities does it relate to?

This relates with several criteria from the Charter and Code (i.e., 3, 4, 6, 7, 9, 11, 23, 24, 28, 30, 31, 32, 36, 37, 38, 39 and 40).

Relevant: Why should it be done?

During the qualitative analysis participants expressed concerns about the practices related with the central human resources department. This department is in charge of managing teaching staff, research staff and non-academic staff. The specific necessities of research, like the multitude of external bodies financing contracts, the role of R&D projects and so on, made it relevant to have a new unit specialised only in research personnel. We consider this will be one of the most relevant actions in terms of improving working conditions for researchers at UPV

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on July 2021 (S2) and expected to conclude in December 2025 (See the work chronogram for more details), but the different activities expand through the whole HRS4R process.

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A4.1.1: Launch a survey on training needs
- A4.1.2: Prepare a catalogue of courses
- A4.1.3: Set up a platform with the courses
- A4.2.1: Set up a platform to collect queries from researchers
- A4.2.2: Select senior researchers in charge of the mentoring process
- A4.3.1: Hire experts for the seminars
- A4.3.2: Organise seminars on professional guidance for researchers
- A4.4.1: Select the personnel for the new unit
- A4.4.2: Hire new personal for the unit
- A4.4.3: Design the process for service provision at the new unit
- A4.4.4: Create a web portal to provide e-services related with human resources management in research, including tools like e-Recruitment
- A4.5.1: Select a sample of thesis to be analysed
- A4.5.2: Audit the sample
- A4.5.3: Produce a report
- A4.5.4: Implement improvement actions

Responsible units:

This action will be coordinated by the Human Resources Department. Other units involved on the implementation of this action are listed below.

- Career Development Unit
- Institute for Educational Sciences
- Vice-Rectorate for Research, Innovation and Technology Transfer
- Vice-Rectorate for Digital Resources
- Doctoral School

Remarks:

- R4: The Researcher's Career Development Unit was redesigned as an online entity focussed on providing Career Development Advice. One of its objectives is to centralise access to the services and resources already available at the UPV that in present are scattered around many websites.
The Unit has its website and an e-mail address. It's composed of UPV staff that works at various services of the university and has expert knowledge in their field.
- R4.1.1: The survey on training needs was not performed as other more efficient ways of gathering this information were implemented. The units of the UPV responsible for providing training manage the input related to the training needs in the following way:
 - UFASU: there is an open channel in the UPV intranet where the staff can suggest new courses.
 - ICE: service called "training on demand" (*formación a demanda*). Professors can ask for new courses by the *Polisolicita* service.
 - CFP: there is an open channel via e-mail cfp@cfp.upv.es where the users can suggest new courses. Moreover, at the end of each survey sent at the end of the course users can suggest new courses in ""comments/ observations"" field.
- R4.1.2: UFASU, ICE and CFP units all have their catalogues of courses. A curated list of at least 20 courses that are most relevant for career development will be prepared until the end of S4 and published on the Researcher Career Development Unit website.
- R4.1.3: This activity was planned for 2023 but it is completed in 2022. UPV uses the Poliformat Platform to deliver its online courses.
- R4.2.1: Both the Researcher Career Development Unit and the PIAE+ project have contact forms where users can send their queries.
- R4.2.2: R1 researchers are provided mentoring services by PIAE+ project. PIAE+ (The Comprehensive Student Support Plan) PIAE+ is a systematic orientation, guidance and support project, immersed in the curriculum and guaranteed by the UPV, aimed at its students from their enrolment in any degree, master's and doctorate course until the completion of the studies. Moreover, the Doctoral School provides a series of events to guide R1 researchers at the beginning of their careers (PhD Candidate Meetings, PhD Candidate Info days). Moreover, the Doctoral School is in charge of developing the initiative of an award programme for the best PhD Mentors.
- R4.3.1: An online course about Research Career is being developed. IPs are hired and the course should launch in early 2023. However, UPV already offers an online course on research methodologies (PAU) available for UPV researchers. Apart from that, UPV organizes a series of

online seminars on enhancing participation in the ERC programme.

- R4.3.2: This activity was planned for 2023 but it is partially completed in 2022. An online course about Research Career is being developed. IPs are hired and the course should launch in early 2023. However, UPV already offers an online course on research methodologies (PAU) available for UPV researchers. Apart from that, UPV organizes a series of online seminars on enhancing participation in the ERC programme.
- R4.4.1: Since the formula of this new unit was changed to a more modern virtual type, a decision was made to use the existing expert personnel of the university to answer queries related to Research Career Development. The staff number providing services for the new unit is not constant, as the queries are redirected to the staff working in other units, based on their expertise.
- R4.4.2: As explained above, the new vision of the Research Career Development Unit doesn't require hiring new staff or permanently re-assigning existing personnel as it acts as a hub with an objective of putting interested persons in contact with university expert staff that are the most competent to answer queries.
- R4.4.3: The process for providing service at the new unit can be broken into 4 categories.
 - Centralising resources available on other websites of the university. These resources are then divided into content interesting for predoctoral researchers, postdoctoral researchers and content of general interest.
 - Providing a catalogue of at 20 courses related to researcher career development (A4.1.2)
 - Facilitating contact with experts in researcher career development working at the university. The scope of the experts includes staff from the: Research Management Service, Technology Transfer Office, Vice-rectorate for Research, Library and Scientific documentation Services, Doctoral School etc.
 - Moreover, the unit has a news section where events and career development opportunities are published.

A5: UPV researcher development framework

Specific: What will we achieve?

A significant improvement on the researchers' career development from R1 upwards by reducing the existing fragmentation of the researcher's career at UPV detected during the gap analysis.

Specific: How will we know when it is done?

- I5.1: A high level policy monitoring group has been established
- I5.2: Curated relevant information about research career development at UPV is available online
- I5.3: A dataset of key indicators about research career development at UPV is open for consultation online
- I5.4: A map of activities and strategies related to research career development is published on the UPV's website
- I5.5: The UPV researcher Development Tool is developed

Measurable: Metrics

- M5.1: Number of participants in the policy monitoring group
- M5.2: Number of learning objects available online about research career development
- M5.3.1: Number of queries to the online service
- M5.3.2: Percentage of research activity covered on the datasets
- M5.4: Number of visits to the map of activities and strategies related to research career development webpage
- M5.5: Number of queries to the research career development tool

Measurable: Standards

- S5.1: At least 5 people become part of the policy monitoring group, with representatives from R1 upwards.
- S5.2: More than 20 learning objects available. Information updated on year bases
- S5.3.1: 50% of the UPV research community regularly use the online service. The rest of queries come from other researchers not yet part of the UPV research community
- S5.3.2: At least 90% of the UPV research community is covered on the datasets
- S5.4: All UPV research community has accessed at least once to the map of activities and strategies related to research career development
- S5.5: 50% of the UPV research community regularly use the online service

Achievable: Skills

- Research Policy
- Information Technologies
- Networking

Achievable: Resources

The UPV IT Service will be in charge of setting up the platform. Additional budget will be allocated for the development of such a platform. The Social Council will nurture 50% of the policy group. For further information on the implementation needs, please see below (Responsible Units).

Relevant: Which priorities does it relate to?

This action relates to the following criteria from the Charter and Code: 5, 12, 13, 14, 16, 25, 26, 28, 30 and 38. Additionally, the action is well in line with the existing UPV's Strategic Plan.

Relevant: Why should it be done?

While conducting the qualitative analysis, it was detected that participants complained about the lack of specific actions to foster research careers at UPV. Fragmentation seemed to be the norm. Additionally, it was stated the importance of following the "High level policy recommendations to foster research career development in Europe" by Euraxess¹.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2021 (S1) and expected to conclude in December 2023 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A5.1.1: Select researchers from R1 to R4 from UPV as members of the group
- A5.2.1: Perform a survey to determine the most relevant information about research career development at UPV
- A5.2.2: Produce learning objects based on the conclusions from the survey
- A5.2.3: Publish the learning objects online
- A5.3.1: Select key indicators about research career development based on the survey done in A5.2.1
- A5.3.2: Create a dataset available online with the indicators selected
- A5.4: Prepare the map of activities and strategies related to research career development and publish online
- A5.5: Setup the research career development tool

Responsible units:

This action will be coordinated by the Vice-Rectorate for Teaching and Academic Affairs. Other units involved on the implementation of this action are listed below.

- Human Resources Department
- Vice-Rectorate for Research, Innovation and Technology Transfer
- Vice-Rectorate for Teaching and Academic Affairs
- Vice-Rectorate for Digital Resources
- Bursar
- Legal Department

¹ Euraxess - "High level policy recommendations to foster research career development in Europe". Pipers Project

Remarks:

- R5.1.1: The task of supervising the implementation of the *High Level Policy Recommendations to Foster Researcher Career Development in Europe* was assigned to the Commission for Research, Development and Innovation (*Comisión de I+D+i*). It has a different composition than the one proposed in the original Action Plan, but its members are competent to perform the assessment.
- R5.1.2: Since the idea of creating a new group was replaced with assigning the monitoring task to the Commission for Research, Development and Innovation, there is no need for selecting members from the Social Council.
- R5.2.1: The survey is designed and will be performed on S4.
- R5.2.2: Learning objects are being produced and will be finished according to schedule (until the end of S5).
- R5.3.1: The indicators we've selected so far are: number of each level of researcher (R1-R4) working at the university and the evolution of these numbers from 2020 till 2022.
- R5.4: The map of activities and strategies related to research career is being developed and will be published on time (until the end of S6)

A6: Enhance recruitment practices for R2 short term research contracts

Specific: What will we achieve?

Researchers with short-term contracts, usually R2, will have a new recruitment framework, flexible enough to engage them with research career developments, overcoming the current over-specific rigid short-term contracts hiring scheme.

A significant improvement on the researchers' career development from R1 upwards by reducing the existing fragmentation of the researcher's career at UPV detected during the gap analysis.

Specific: How will we know when it is done?

- I6.1: Instead of being just a list of active research projects, the catalogue of projects is grouped by themes, in the so called "thematic lines". People will be allowed to move through a row of projects provided they all belong to the same "thematic line"
- I6.2: A legal service is contracted to define a new contract scheme that reduce the existing job instability associated with short research contracts linked to projects
- I6.3: The new contract is defined and researchers can be hired according to that one
- I6.4: The average duration of a researcher's contract at UPV is increased

Measurable: Metrics

- M6.1: Number of projects per thematic line
- M6.2: New contract scheme defined
- M6.3: Percentage of R2 researchers that can apply for the new contract scheme
- M6.4: Average of months per research contract

Measurable: Standards

- S6.1: 100% of research projects are linked to at list one thematic line.
- S6.2: The new contract scheme covers at least 90% of the existing cases
- S6.3: 90% of R2 researchers can apply under the new contract scheme
- S6.4: The average duration of a researcher contract at UPV is doubled
- S6.5: 50% of the UPV research community regularly use the online service

Achievable: Skills

- Labour law
- UPV's research regulatory framework
- National laws on research

Achievable: Resources

A legal expert will be hired, who will work with the university legal services and the department of human resources. For further information on the implementation needs, please see below (Responsible Units).

Relevant: Which priorities does it relate to?

This action relates to the following criteria from the Charter and Code: 11, 12, 13, 14, 16, 17, 18, 19, 25 and 29. Additionally, the action is aligned with the existing UPV's Strategic Plan and was among the most voted during the quantitative analysis

Relevant: Why should it be done?

The gap analysis set current contractual practices for R2 on the sport. They are the victims of a contractual system that is at odds with stability and the development of a research career. Additionally, it was voted among the top 10 by the research community, as part of a list of 41 different actions. The university is concerned with this situation and wants to improve the situation.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2022 (S3) and expected to conclude on December 2025 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A6.1: Analysis of the current research projects portfolio and proposal of a classification in thematic lines
- A6.2.1: Open a public call for a legal expert procurement
- A6.2.2: Analysis of the current legal framework
- A6.2.3: Proposal of a new contractual scheme
- A6.3: Approval of the new contractual scheme
- A6.4: Hiring researchers according to the new contractual scheme

Responsible units:

This action will be coordinated by the Vice-Rectorate for Research, Innovation and Technology Transfer. Other units involved on the implementation of this action are listed below.

- Human Resources Department
- Vice-Rectorate for Teaching and Academic Affairs
- Research Management Service
- Legal Department

Remarks:

- R6: This Action was completed due to the normative reform at the national level. It permitted the use of "indefinite contracts" in situations where fixed-term contracts were used before. UPV has successfully adopted this new regulation and has since then updated its internal contracting regulations and contracting guidelines in line with the reform.

A7: A one-stop shops for EU researchers' merits recognition at UPV

Specific: What will we achieve?

An increase in the number of international researchers at UPV by the establishment of a one-stop shops for advice, information and guidance, which will develop existing information portals and databases of recognition practices, will promote and streamline existing tools, awareness-raising and networking for employers, will reduce costs for recognition, and will establish an entitlement to recognition.

Specific: How will we know when it is done?

- I7.1: Personnel from the Human Resources Department is dedicated exclusively to merits recognition
- I7.2: A web portal is established with information, guidance and access to database about merits recognition
- I7.3: Webinars are done about EU merits recognition
- I7.4: The total number of international researchers coming from the EU has increased

Measurable: Metrics

- M7.1: Number of persons dedicated to merits recognition
- M7.2: Number of visits to the web portal
- M7.3: Number of attendees to the webinars
- M7.4: Percentage of international EU researchers

Measurable: Standards

- S7.1: At least 2 people is dedicated to merits recognition.
- S7.2: The web portal receives more than 1000 visits monthly
- S7.3: More than 100 people attend each of the planned webinars
- S7.4: The percentage of EU international researchers is doubled

Achievable: Skills

- International Higher Education Systems
- EU regulatory framework for research
- National legislation of each member state

Achievable: Resources

Two persons will be hired for this purpose. Additionally, the portal will be developed in house. Experts that participate in the seminar will come from other institutions. For further information on the implementation needs, please see below (Responsible Units).

Relevant: Which priorities does it relate to?

This action relates to the following criteria from the Charter and Code: 10, 11, 12, 13, 14, 15, 16, 18, 19, 21, 29, 39. Additionally, the action is aligned with the existing UPV's Strategic Plan and was among the most voted during the quantitative analysis

Relevant: Why should it be done?

The percentage of international researchers at UPV is strikingly low. The lack of a proper system to recognise the skills and qualifications of other EU countries is one of the root causes lurking behind this situation. Such recognition is essential to ensure speedy and quality access to the UPV research environment. Participants on the qualitative analysis pointed out this situation and was one of the actions with the highest number of votes during the quantitative analysis.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2023 (S5) and expected to conclude in December 2025 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A7.1: Set up a new team to deal with EU merits recognition
- A7.2: Develop the web portal
- A7.3: Prepare 2 webinars per year about EU merits recognition
- A7.4: Hire international researchers

Responsible units:

This action will be coordinated by the Human Resources Department. Other units involved on the implementation of this action are listed below.

- Human Resources Department
- Career Development Unit
- Vice-Rectorate for Teaching and Academic Affairs
- Legal Department
- Vice-Rectorate for Digital Resources

A8: Research incentives and salaries

Specific: What will we achieve?

A more attractive research environment by improving economic conditions in terms of fixed and variable remuneration.

Better economic conditions, by updating the salary scales on which the R1 and R2 fixed remuneration is based and

Specific: How will we know when it is done?

- I8.1: Salary scales on which R1 and R2 fixed remuneration is based are updated
- I8.2: A new system to calculate economic incentives is in place

Measurable: Metrics

- M8.1: Percentage of increasement
- M8.2: Research Productivity Index
- M8.3: Number of attendees to the webinars
- M8.4: Percentage of international EU researchers

Measurable: Standards

- S8.1: Salaries are increased according to the inflation rate
- S8.2: The average research productivity index increases at least 10%

Achievable: Skills

- Research Management
- Economics
- Financing

Achievable: Resources

People from the Research Management Office and from the Bursar Office.

Relevant: Which priorities does it relate to?

Criteria 16, 24 and 26. It was among the most voted during the quantitative analysis.

Relevant: Why should it be done?

The existing salary scales on which fixed remuneration for R1 and R2 is based are outdated, diminishing the buying power of researchers due to the effect on inflation rates. Additionally, results from the existing incentive scheme is not producing the expected results.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2024 (S7) and expected to conclude in December 2025 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A8.1: Create a committee to analyse the existing remuneration scales
- A8.2: Make a new proposal for the remuneration scales
- A8.3: Prepare a new incentives system
- A8.4: Organise annual seminars to explain how the system works

Responsible units:

This action will be coordinated by the Bursar. Other units involved on the implementation of this action are listed below.

- Human Resources Department
- Career Development Unit
- Institute of Educational Sciences
- Vice-Rectorate for Research, Innovation and Technology Transfer
- Legal Department

A9: Teaching and Research

Specific: What will we achieve?

A better link between research and teaching will be made by establishing a system to recognise teaching to R1 and R2 researchers and a way to allow researchers with no teaching profile be principal investigator on a research project.

It researchers will be allowed to be principal investigator in a research project regardless their teaching profile.

Better economic conditions, by updating the salary scales on which the R1 and R2 fixed remuneration is based and

Specific: How will we know when it is done?

- I9.1: The number of teaching hours by pure researchers has increased
- I9.2: There is a process to allow the participation of pure researchers as principal investigators

Measurable: Metrics

- M9.1: Number of credits taught by pure researchers
- M9.2: Number pure researchers receiving training for better teaching
- M9.3: Number of projects coordinated by a pure researcher

Measurable: Standards

- S9.1: An increase of 10% in the number of credits taught by pure researchers
- S9.2: The whole community of pure researchers receive training on better teaching
- S9.3: At least 10% of the total research projects are coordinated by pure researchers

Achievable: Skills

- Research Management
- Law
- Higher Education Systems

Achievable: Resources

People from the Research Management Office, the Bursar Office, the Legal Department and the Human Resources Department

Relevant: Which priorities does it relate to?

Criteria 33, 37, 39 and 40

Relevant: Why should it be done?

Since 2 of the backbone university missions are teaching and research, pure researchers was quite an uncommon figure on the Spanish Higher Education System. The steady pace at which Spanish universities have been incorporated at different research programs, transitioning from a teaching-oriented institution to a more research-based entity, made that the population of pure researchers hired as a result of research projects funding, has increased notably. Nowadays, at UPV, around 1000 people are considered pure researchers. However, the system is still tamed to the teaching obligations, so those research-only persons

are lacking some of the basic skills to improve their working conditions. The action aims to counterbalance this situation, giving those pure researchers the option to teach, so they can be better positioned on the career ladder, and letting them be principal investigator regardless their teaching responsibilities.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2021 (S1) and expected to conclude in December 2025 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator. Only those activities needed in addition to the regular actions are listed here.

- A9.1: Set up a committee to explore how promoting teaching among pure researchers and enabling pure researchers as principal investigator can fit in the Spanish Organic Law of Universities
- A9.2: Produce a set of recommendations to improve the situation of pure researchers at the university
- A9.3: Facilitate the access to learning methodologies courses for pure researchers
- A9.4: Select a group of projects as a pilot test and extend

Responsible units:

This action will be coordinated by the Vice-Rectorate for Research, Innovation and Technology Transfer. Other units involved on the implementation of this action are listed below.

- Human Resources Department
- Career Development Unit
- Institute of Educational Sciences
- Vice-Rectorate for Teaching and Academic Affairs

Remarks:

- R9.1: The work group established for this task is participated by representatives of the Vice-Rectorate for Research and the Vice-Rectorate for Teaching Staff and Academic Organization. Its exact composition is as follows:
 - Vice-Rectorate for Research:
 - Vice-Rector for Research
 - Director of the Doctoral School
 - Director of the Office of Research Programmes
 - Vice-Rectorate for Teaching Staff and Academic Organization:
 - Vice-Rector for Teaching Staff and Academic Organization
 - Director of the Office for Teaching Staff and Academic Organization
 - Director of the Faculty Office

UPV has a procedure that allows access to teaching for pure researchers. Number of credits taught by pure researchers is not yet available for 2022, but the data

2019, 2020, 2021 data shows increment:

- 2019: 1084
- 2020: 1232
- 2021: 1276

S9.1: 2019 ->2020 14% and 2020 -> 2021 4%

It is expected to see a higher increase in the number of credits taught by pure researchers in 2023 due to the reform of the Science Law.

- R9.2: UPV has a process that allows pure researchers to participate in projects as Principal Investigators (PI). Definition of PI can be found in *BOUPV No. 069/2022 (REGLAMENTO REGULADOR DE LA GESTIÓN DE LAS ACTIVIDADES DE INVESTIGACIÓN, DESARROLLO, TRANSFERENCIA DE TECNOLOGÍA Y FORMACIÓN NO REGLADA EN LA UNIVERSITAT POLITÈCNICA DE VALÈNCIA)*. This document, in Art 2 point 2 provides the definition of a PI.
S9.3 Currently the % of projects led by pure researchers is 7% (11 out of 159 active projects). UPV is most likely to meet the Standard of 10% in 2025 or exceed it.

- R9.3: UPV provides a PAU course (*Programa de Acogida Universitario / University Welcome Programme*) which is an online pedagogical training program that aims to help participants in their process of joining professional teaching at the UPV.

Researchers applying for teaching collaboration are advised to attend the PAU course offered by the Institute of Education Sciences. This recommendation is included in the "teaching collaboration normative" and in the application document.

M9.2 Number of participants (in PAU course) without teaching profile:

- 2020: 46 out of 59
- 2021: 43 out of 51
- 2022: 31 out of 50

S9.2 The whole community of researchers can apply for this course.

A10: Definition of an action to implement and monitor the OTM-R policy at UPV

Specific: What will we achieve?

To ensure that the best person for a research job is recruited, guaranteeing equal opportunities for all and the development of an international portfolio (cooperation, competition, mobility) that makes research careers more attractive by the implementation of an OTM-R policy at UPV in line with C&C principles

Specific: How will we know when it is done?

- I10.1: There is a concrete OTM-R policy in Spanish, Valencian and English, available on the UPV's website
- I10.2: A collection of guidelines, processes and procedures are publicly available on the UPV's website
- I10.3: University personnel, with direct or indirect relation with research, has followed an online training about OTM-R
- I10.5: All research recruitment processes can be done online by means of e-recruitment tools, publicly available at the researchers' recruitment portal
- I10.6: The OTM-R policy has been internationally verified by an external body, and an annual revision is put in place
- I10.7: All research job offers are translated into English
- I10.8: All job posts are advertised on Euraxess
- I10.9: A compilation of the current working conditions at UPV is available at the researchers' recruitment portal
- I10.10: The job posting communication strategy is defined and is publicly available at the researchers' recruitment portal
- I10.11: Processes for the application phase have been redefined and inefficiencies have been overcome, making the recruitment UPV's processes a reference for other institution
- I10.12: Participants on a selection process receive useful inspiring feedback aimed to improve their research careers
- I10.13: Complaints during the appoint phase can be filed by means of a web platform

Measurable: Metrics

- M10.1: Satisfaction level with the UPV's OTM-R policy
- M10.2: Number of times that the collection of guidelines, processes and procedures are consulted online
- M10.3: Percentage of research personnel that has followed the OTM-R online training
- M10.5: Percentage of recruitment tools that have been converted to online
- M10.6: Percentage of non-conformities
- M10.7: Percentage of research job offers translated into English
- M10.8: Percentage of job offers advertised on Euraxess
- M10.9: Visits to the working conditions section of the website
- M10.10: Communication strategy ready
- M10.11: Percentage of recruitment and selection processes analysed and improved
- M10.12: Satisfaction with the new feedback report
- M10.13: Percentage of complaints filed online

Measurable: Standards

- S10.1: On S6 at least 90% of people surveyed are satisfied with OTM-R practices
- S10.2: On S8 The number of times that the collection of guidelines, processes and procedures are consulted is in line with the existing recruitment and selection activity
- S10.3.1: On S8 at least 50% of the research personnel has followed the OTM-R online training
- S10.3.2: On S10 100% of the research personnel has followed the OTM-R online training
- S10.5.1: On S6 80% of the recruitment tools have been converted to online
- S10.5.2: On S8 100% of the recruitment tools have been converted to online
- S10.6.1: On S6 the first auditing of the OTM-R practices takes place and the number of non-conformities is below 10%
- S10.6.2: On S10 the international auditing of the OTM-R practices takes place and the number of non-conformities is below 10%
- S10.6.3: On S10 the third international auditing of the OTM-R practices takes place and the number of non-conformities is below 10%
- S10.6.4: Percentage of non-conformities is always 0%
- S10.7: On S4 all research job offers are translated into English and a translation service has been enacted
- S10.8: On S4 all research job offers are advertised on Euraxess
- S10.9: Visits to the working conditions page is in line with the recruitment and selection activity
- S10.10: On S5 the communication strategy is available online and frequently updated with the number of job posts advertised EURAXESS
- S10.11: On S6 100% of the recruitment and selection processes have been analysed and improved
- S10.12.1: On S5 the new feedback report is ready
- S10.12.2: On S6 90% of the candidates are satisfied with the feedback report
- S10.13.1: On S5 the platform to file complaints is available online
- S10.13.2: On S6 100% of complaints are filed online

Achievable: Skills

- Quality assurance
- Proficiency in English
- Knowledge of the research activities
- Project management
- Communication

Achievable: Resources

Additional budget will be needed for translation and the development of the e-recruitment tools. Personnel costs will be included on the university payroll.

Relevant: Which priorities does it relate to?

It is in line with the Strategic Plan of the university and contributes to the development of several criteria of the HRS4R process (i.e. 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 27, 28, 29, 30, 34 and 39).

Relevant: Why should it be done?

To improve working conditions of researchers at UPV

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on January 2021 (S1) and expected to conclude in December 2025 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator.

- A10.1: Develop an OTM-R policy in Spanish, Valencian and English
- A10.2: Develop a collection of guidelines, processes and procedures
- A10.3: Create an online course about the OTM-R
- A10.5: Develop e-recruitment tools
- A10.6: Hire an external auditor to verify the OTM-R policy
- A10.7: Translate all research related job offers into English
- A10.8: Publish job posts on Euraxess
- A10.9: Publish a compilation of the working conditions on the recruitment portal
- A10.10: Define a job posting communication strategy
- A10.11: Analyse and improve processes for the application phase
- A10.12: Design a new feedback report
- A10.13: Develop a platform to file complaints online

Responsible units:

This action will be coordinated by the Human Resources Department. Other units involved on the implementation of this action are listed below.

- Career Development Unit
- Institute of Educational Sciences
- Vice-Rectorate for Teaching and Academic Affairs
- Vice-Rectorate for Research, Innovation and Technology Transfer
- Vice-Rectorate for Digital Resources
- Communication Office

Remarks:

- R10.1: New timeline proposed.
Partially developed and available at: <https://hrs4r.blogs.upv.es/en/otm-r-2/>
Moreover, UPV participates in the European Universities of Technology Alliance (ENHANCE) and in the ENHANCERIA project where it leads the WP 5 “Joint human resources development”. It is relevant for the state of implementation of the OTM-R principles because the objective 5.3 of this package aims to enhance open, transparent and merit-based recruitment (OTM-R) practices at the partner institutions. Knowledge created during the course of this WP may influence the future versions of the UPV’s OTM-R Policy.
- R10.2: New timeline proposed
- R10.3: New timeline proposed

- R10.5: This activity is planned for 2023 but is partially completed in 2022. In present, UPV manages most of its selection process online via the HR website. Documents can be filed electronically; interviews can be performed online.
- R10.6: New timeline proposed
- R10.7: In April 2022 UPV has launched a pilot programme consisting of translating research related job offers to English and publishing them on EURAXESS portal. The pilot was performed on the offers managed by the Vice-Rectorate for Research, in particular:
 - *PREDOCTORAL CONTRACTS FOR THE TRAINING OF DOCTORAL STUDENTS FUNDED BY THE UPV'S RESEARCH STRUCTURES – SUB-PROGRAMME 2 (PAID-01-22)*
 - *DOCTORAL CONTRACTS FOR ACCESS TO THE SPANISH SYSTEM OF SCIENCE, TECHNOLOGY AND INNOVATION, FUNDED BY THE RESEARCH STRUCTURES OF THE UPV SUB-PROGRAMME 2 (PAID-10-22)*

The pilot programme resulted in 14 predoc and 3 doctoral offers being posted (as for August 2022)

S10.7 is met in 100% postdoctoral job offers (3/3 since the sub-programme started) and in 61% predoc offers (14/23)
- R10.8: UPV opted for publishing its research-related job offers on EURAXESS portal only due to the cost of publishing these offers on LinkedIn and Researchgate was too high in 2020, 2021 and 2022. S10.8 is met in 100%. All the offers from the Pilot Programme that were translated into English were published on Euraxess portal. The Pilot Programme is explained in R10.7.
- R10.10: The job posting communication strategy for the job offers covered by the Pilot Programme (see R.10.7 for further information) is available in the Job Offers section of the UPV HRS4R website. (<https://hrs4r.blogs.upv.es/en/euraxess-upv-job-offers/>) The UPV-wide job posting communication strategy will be developed after the Pilot Programme ends.
- R10.11: New timeline proposed
- R10.13: This activity was planned for 2023 but is partially completed in 2022. UPV has a general complaints platform that can be used to file complaints related to the selection process (<https://sqf.webs.upv.es/>). Moreover, there is an Ombudsman Office at the UPV that can address complaints related to the selection process.

A11: Tighten cooperation with EURAXESS*Specific: What will we achieve?*

Better alignment of UPV institutional policies with the 40 principles of the C&C. The EURAXESS Contact Point will provide relevant information for researchers.

Specific: How will we know when it is done?

- I11.1: The requirements for setting up the EURAXESS Contact Point are known at the UPV.
- I11.2: All the requirements are met for setting up the EURAXESS Contact Point at the UPV
- I11.3: The first expertise area of the EURAXESS Contact Point is selected
- I11.4: Staff appointed to provide service at the EURAXESS Contact Point
- I11.5: There is a specific website for the UPV EURAXESS Contact Point
- I11.6: UPV appears on the list of EURAXESS Contact Points on the EURAXESS website
- I11.7: A new area of expertise area is proposed to be added to the catalogue of The EURAXESS Contact Point
- I11.8: Staff at EURAXESS Contact Point is appointed with the task of monitoring events organised by EURAXESS or organised by other entities and related to the EURAXESS Network.

Measurable: Metrics

- M11.1: Number of requirements provided by FECYT
- M11.2: % of requirements met by UPV
- M11.3: Number of expertise areas chosen
- M11.4: Number of staff appointed to provide service at the EURAXESS Contact Point
- M11.7: Number of new areas of expertise proposed to be added to the catalogue of The EURAXESS Contact Point
- M11.8: Number of events participated by UPV

Measurable: Standards

- S11.1: 1 list of requirements is prepared at UPV
- S11.2: 100% of the requirements are met at UPV
- S11.3: 1 expertise area chosen
- S11.4: 1 person appointed to provide service at the EURAXESS Contact Point
- S11.7: 1 new area of expertise is proposed to be added to the catalogue of The EURAXESS Contact Point
- S11.8: 1 event participated per year

Achievable: Skills

- Proficiency in English
- Project management

Relevant: Which priorities does it relate to?

It is in line with the Strategic Plan of the university and contributes to the development of several criteria of the HRS4R process (5, 22, 28, 30, 38, 39)

Relevant: Why should it be done?

To further align UPV policies with the 40 principles of the C&C and to improve access to information on career development.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start in November 2022 (S4) and expected to conclude in December 2025 (S10) (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator.

- A11.1: Inquire FECYT about the requirements for setting up an EURAXESS Contact Point at the UPV
- A11.2: Meet the criteria for setting up the EURAXESS Contact Point at the UPV
- A11.3: Select the first expertise area of the EURAXESS Contact Point at the UPV
- A11.4: Design the process for service provision at EURAXESS Contact Point
- A11.5: Set up a website for the EURAXESS Contact Point
- A11.6: Set up the EURAXESS Contact Point at the UPV
- A11.7: Propose adding new expertise area to the catalogue of the EURAXESS Contact Point at the UPV
- A11.8: UPV participates in events organised by or related to EURAXESS

Responsible units:

This action will be coordinated by the Vice-Rectorate for Research.

A12: Observatory for the implementation of the Reform of research assessment

Specific: What will we achieve?

Establish a committee responsible for the implementation of the research assessment reform and produce a set of recommendations related to this matter.

Specific: How will we know when it is done?

- I12.1: Committee responsible for the implementation of the research assessment reform is set at the UPV
- I12.2: UPV actively participates in the events related to the reform of research assessment
- I12.3: The study is published
- I12.4: The Committee responsible for the implementation of the reform of research assessment produces a set of recommendations regarding this issue
- A12.5: The Committee responsible for the implementation of the reform of research assessment produces annual report on the state of the reform

Measurable: Metrics

- M12.1: Number of participants of the Committee
- M12.2: % of events organised by EUA and related to the reform of research assessment participated by the UPV
- M12.3: Number of recommendations in the study

Measurable: Standards

- S12.1: 3 participants are selected for the Committee
- S12.2: 100% of events are participated by the UPV
- S12.3: 5 recommendations

Achievable: Skills

- Legal framework
- Proficiency in English
- Project management

Relevant: Which priorities does it relate to?

It is in line with the Strategic Plan of the university and contributes to the development of several criteria of the HRS4R process (1, 2, 3, 8, 9, 10, 16)

Relevant: Why should it be done?

To study the best ways to implement the reform on research assessment.

Time oriented: When does need to be done?

The implementation of the different tasks is planned to start on November 2022 (S4) and expected to conclude on December 2025 (See the work chronogram for more details).

Breakdown of the action in activities:

To better understand how this action is going to be implemented, it has been broken down in smaller activities. Each activity is related to a metric, a standard and an indicator.

- A12.1: Create a committee in charge of the implementation of the reform of research assessment
- A12.2: Participate in events related to the reform of research assessment
- A12.3: Prepare a study with recommendations regarding the implementation of the reform of research assessment
- A12.4: Prepare the plan for applying the reform of research assessment at the UPV
- A12.5: Annual report on the state of the reform of research assessment

Responsible units:

This action will be coordinated by the Vice-Rectorate for Research. Other units involved on the implementation of this action are listed below.

- Research Management Service

Comments on the implementation of the OTM-R principles

UPV is a public institution and as such is subject to strict norms related to public employment. The legal framework requires that all positions are open to everyone. In addition, it establishes the obligation to post job offers publicly.

Scores and selection criteria are publicly available and defined by committees subjected to strict regulation. The legal framework guarantees an Open Transparent Merit based Recruitment process.

We are working on the development of a document dedicated solely to the OTM-R Institutional Policy, of which most are already in place, but at present the principles of the Open, Transparent and Merit based recruitment are scattered among various documents.

Moreover, UPV participates in the European Universities of Technology Alliance (ENHANCE) and in the ENHANCERIA project where it leads the WP 5 "Joint human resources development". It is relevant for the state of implementation of the OTM-R principles because the objective 5.3 of this package aims to enhance open, transparent and merit-based recruitment (OTM-R) practices at the partner institutions. Knowledge created during the course of this WP may influence the future versions of the UPV's OTM-R Policy. The project started in September 2021 and is expected to finish in 2024, its findings are yet to be revealed. However, a series of events is planned to further enhance the ENHANCE and ENHANCERIA development and some of them (for example the 2-3/11/2022 workshop) are going to be held at UPV. Partial findings are expected to be presented during these meetings.

Link to the OTM-R dedicated webpage

URL: <https://hrs4r.blogs.upv.es/en/otm-r-2/>

4. Implementation

General overview of the expected overall implementation process of the action plan:

In the application phase the Steering Committee and Working Groups were created. They existed in unchanged form until the 2021 elections that brought the following changes to the university: new management, structural changes, and reassignment of responsibilities between the units. When the transition period passed the composition of the Steering Committee was updated and was followed by the creation of the Implementation Committee. The Working Groups were transformed into Consultation Groups and the process of updating its members started in order to guarantee participation for the representatives of all the stakeholders. The need for the update arose as a result of career progression of our researchers and staff. The most common case was changing categories from R1 researcher to R2. For this reason, new researchers were invited to participate in the Consultation Groups.

As mentioned above, for the implementation phase, a new committee was defined, the "Implementation Committee". This committee is chaired by the Vice-Rector for Research, who is also member of the Steering Committee and is in charge of the implementation itself. The chairperson coordinates this group that includes representatives from the units participating in the implementation of actions and activities (Action Plan for more details). In particular, the Implementation Committee is composed by the personnel of:

- Vice-Rectorate for Research
- Delegate Directorate for Social Dialogue, Prevention, Conciliation and Sports
- Vice-Rectorate for Planning, Academic Offering and Digital Transformation
- Vice-Rectorate for Teaching Staff and Academic Organization
- Financial Management Office
- Legal Department
- Doctoral School
- HR Department
- Research Management Service
- Technology Transfer Office
- Communications Office
- Career Development Unit

The role of this committee is to oversee the practical part of the implementation process and report to the Steering Committee.

To ensure the participation of end users in the implementation process the four Working Groups for the corresponding thematic areas of the C&C were transformed into the following Consultation Groups:

- CG 1: Ethical and Professional Aspects
- CG 2: Recruitment
- CG 3: Working conditions and social security
- CG 4: Training and Career Development

Their role is to oversee how the HRS4R implementation affects each of the four areas. Each Consultation Group reports to the Steering Committee. Each group is chaired by a member of the Steering Committee or a person to whom this duty was delegated. Selection criteria and rules did not change since the application phase.

The Steering Committee is in charge of performing internal evaluation for interim assessment and will be in charge of performing the consecutive evaluations for each cycle of the Renewal Phase.

Another aspect of the implementation phase worth mentioning is the hiring of Mr Piotr Adam Andruczyk, a full-time staff member who took his position in November 2021 and whose responsibilities revolve around the HRS4R (more information in the next section).

The Action Plan from the application phase was designed following the **SMART** methodology which five goals are to define parameters that are: **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-Bound. As a result, general, vague statements were avoided, and precise tasks were identified instead. To facilitate better understanding how each action was going to be implemented, it was broken down into smaller activities. Each activity is related to a metric, a standard and an indicator. Each action was assigned a

responsible / supervising unit and each activity was assigned a unit responsible for its technical execution. This approach accounted for great level of independence of implementing units which could precisely identify their responsibilities and goals. The Action Plan is designed to be as auto-executive as possible in order to guarantee a smooth implementation and avoid the need of constant interventions from the Steering and Implementation Committees.

Moreover, UPV participates in the ENHANCERIA project, and it leads the WP5 (Joint human resources development) where the task 5.1 is to inspire improvement in researchers' career development conditions. This task consists of, among others, providing guides and recommendations on the implementation of the C&C principles to the consortium members. The project started in September 2021 and is expected to finish in 2024, its final deliverables are yet to be revealed but we assume that the future implementation may be influenced by its findings.

UPV engages in a variety of initiatives that while not included in its HRS4R Action Plan, contribute to the implementation of the 40 principles of the Charter and Code. Some examples (followed by main principles of C&C to which they relate) include: Living Lab on Climate (public engagement); AR(t)IBMCP programme for resident artists in research infrastructures (public engagement); developing a "welcome guide" for newly hired professors (research environment); development of the UPV Cybersecurity Area (research environment); reinforcing the UPV Ombudsman Office (complaints / appeals); Spin UPV programme (dissemination, exploitation of results); Alumni Mentoring Service (public engagement, access to career advice), Secondment of the Director of the Research Management Office as the Director of the Office for Industrial Cybersecurity at the *Generalitat Valenciana* (research environment), Programme for Enhancing participation in ERC projects (accountability).

To conclude this section, we wanted to stress the assumption that a project in order to be implemented properly needs to have a resource allocation scheme and a monitoring system. Hence, we consider of the utmost relevance that the HRS4R strategy becomes part of the new Strategic Plan of UPV. It will provide additional monitoring systems beyond those described in the next section and the necessary allocation of resources.

How have you prepared for the internal review?

- Implementation of the Action Plan and regular monitoring

During this phase of the process UPV units responsible for implementation of the Action Plan executed their tasks and the Steering Committee, aided by the HRS4R Coordinator, regularly inquired about their progress with the implementation.

- HRS4R coordinator

In November 2021 a new staff member was hired for a full-time position broadly related to HRS4R at UPV and its implementation. Mr. Piotr Andruczyk reports to the Vice-Rector for Research and his main responsibilities include drafting documents, facilitating communication between the involved parties, obtaining information on the progress, and advising on contingency actions in case of encountering problems. He participates in the meetings of both HRS4R Committees and is part of each Consultation Group. Moreover, he took over the role of the UPV's HRS4R Admin on the EURAXESS portal and manages the UPV HRS4R website. He also participates in events during which raising awareness on the HRS4R process among the UPV community is opportune.

- Website

UPV has a dedicated, publicly available website for HRS4R where interested parties can seek information related to this topic. It is available in English and Spanish with the intention to cater to both national and international researchers. The website is divided into various sections: general information about the HRS4R, news, downloads, contact form, Researcher Career Development Unit where advice on career development is provided in a profiled way by dividing the information into pre-doctoral and post-doctoral sections. The website also hosts a selection of links to other contents of interest, like the Opportunities Search Tool developed for the Vice-Rectorate for Students and Entrepreneurship, where researchers and students can search for grant opportunities.

The growth of the website led to a challenge related to the technical limitations of the platform used for its development. A decision was made to change the platform on which the website was originally built and to split its contents into two separate websites. This change will bring more functionalities like statistical analytics and tools for measuring the satisfaction level of end users. The change will also result in a new address as the new website will be an institutional website and not an institutional blog as it currently is. Contents will be split between the new HRS4R website and the Researcher Career Development Unit. First will focus on providing information on the HRS4R implementation process and access to contents like Action Plan and OTM-R policy. The latter is intended to become a go-to place for researchers interested in career development. It will host learning objects created as a result of the implementation of our Action Plan and it will centralise relevant resources that are already available at UPV but currently scattered between many of the institutional websites. Other services like career advice and access to UPV experts are planned.

- Updated Committees and Consultation Groups

As mentioned earlier, there were elections in 2021 at UPV. As a result, in December 2021 the Governing Council approved updated composition of the Steering Committee. Before the Implementation Committee was established, the new Steering Committee made an initial assessment of the progress of the implementation process. Each action of the Action Plan was discussed. The Steering Committee gave impulse to the creation of the Implementation Committee and initiated the process of appointing new members of the four Consultation Groups. As mentioned earlier, due to career progression some researchers moved to a higher profile on the R1-R4 scale and in order to guarantee representation of the whole research community, new members had to be invited.

How have you involved the research community, your main stakeholders, in the implementation process?

The research community of the UPV is involved in the implementation process on various levels.

Researchers are present in all the structures created in relation to the HRS4R process:

- The Steering Committee (the Committee Overseeing the Process) is composed by various Vice-Rectors, directors and managers who are researchers. PhD candidates and postdoctoral researchers also have their representatives in this committee. The whole research community is indirectly represented by the representatives of Central Services and the representative of the trade unions.
- The Implementation Committee (the Working Group responsible for implementing the process) is composed of representatives of the units responsible for implementing the Action Plan, among whom are researchers too.
- The four Consultation Groups, each related to one thematic area of the C&C, are composed of representatives of the Management of the university, its Central Services and researchers belonging to all four categories (R1-R4) described by EURAXESS. Moreover, a representative of Trade Unions participates in each Consultation Group.

In a wider context related to the promotion of the HRS4R, the research community of UPV was involved in the implementation process by exposure to actions designed to raise awareness on the HRS4R process and facilitate opportunities to provide their feedback.

- At the “Live the Doctorate at UPV” event (welcome event for PhD candidates organized in the scope of the PIAE+ project) an information point of the Vice-Rectorate for Research was set up where participants could have a face-to face interaction with the staff from the Research Management Office, Office of Research Programmes and the HRS4R.
- Similar interaction-fostering formula was used during the “Employment Forum” event hosted by UPV (*Foro de Empleo*). An information point of the Vice-Rectorate for Research participated by the Research Management Office, Office of Research Programmes, Doctoral School and the HRS4R was set up. Participants of the event were encouraged to consult the expert staff available and to provide feedback.
- During the “VII Meeting of PhD Students at UPV”, organised by the Doctoral School, the inaugural conference was given by Mr. Piotr Adam Andruczyk, who presented the Human Resources Strategy for Researchers and the Researcher Career Development Unit.

Another way in which the research community was involved in the implementation process is on the digital

level. The HRS4R website has a news section where stakeholders can consult the progress and other relevant information. Moreover, the university provides tools in form of a dedicated e-mail (hrs4r@upv.es) and a contact form on the HRS4R website through which they can provide feedback on the implementation process and have their questions answered.

Do you have an implementation committee and/or steering group regularly overseeing progress?

At UPV, the progress is overseen by multiple structures. As mentioned above, there is a Steering Committee, an Implementation Committee and four Consultation Groups that assess the progress from distinct perspectives, within their competences. Moreover, there is the figure of the HRS4R Coordinator.

The Steering Committee oversees the whole process and is in charge of informing the main decision-making bodies of the university about how the HRS4R process evolves. It receives feedback from the Implementation Committee that is in charge of the implementation itself, and from the Consultation Groups whose role is to oversee how the HRS4R implementation affects each of the four thematic areas of the C&C.

In the application phase it was planned to organise meetings of the Steering and Implementation committees every semester. As a result of a combination of previously mentioned factors, that is the COVID-19 pandemic and the management elections, this agenda was disrupted. The pandemic forced the university to shift its efforts to maintain its research and academic activity and the transition period accompanying the elections came with changes in mid and high-level management positions and reassigning of responsibilities between the core units of the university. These events disrupted the meeting agenda but didn't have any negative impact on the implementation process itself. The Action Plan's structure was designed in a way that requires minimum supervision from the top-level management. For this situation an alternative model for regularly overseeing the progress was adopted where Vice-Rector for Research who chairs both committees held virtual meetings with selected members of these bodies based on the area of their expertise. It can be said that the originally planned big meetings were divided into a series of smaller, less formal meetings that didn't require simultaneous participation of a large amount of mid and high-level managers. As of September 2022, the original meeting agenda was re-established and the progress on the implementation was discussed in all four Consultation Groups and the Implementation and Steering Committees.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

Organisational policies of UPV are gradually becoming aligned with the HRS4R.

The strategy and the principles of the C&C are directly referred to in some documents and normative acts, for example:

- The Regulatory Legislation to Facilitate The Management of Research, Innovation and Transfer Projects, and Agreements and Contracts by PhD Research Personnel Without Permanent Links to the Universitat Politècnica de València (BOUPV no. 140 de 01/03/2021, p.33) in its preamble states the following: *"The Action Plan designed to obtain this accreditation (...) includes various actions to bring the Universitat Politècnica de València closer to the standards of quality and excellence defined by the European Commission in its recommendation 2005/251 /EC "The European Charter for Researchers" and "The Code of Conduct for the Recruitment Researchers" (...). One of the actions to be carried out addresses the need to facilitate progress in the researcher career development, which is object of this regulation."*
- Scientific Integrity and Best Research Practices Policy states the following in the "Recruitment and Equal Opportunities" section: *"As outlined in the European Charter for Researchers, the individuals responsible for research projects or contracts who hold selection processes to recruit staff, must not discriminate between them in any way on the basis of gender, age, ethnic, national or social background, religion or beliefs, sexual orientation, language, disability, political opinions or social or economic status."*

Moreover, the HRS4R or C&C principles are referred to in many calls for postdoctoral and predoctoral grant programmes and work offers:

- Postdoc: Grant Programme for Contracting Postdoctoral Researchers (PAID-10-22), Requalification Grants (U0892323), Additional call for Requalification Grants (U0915577), Distinguished Researcher Call (U0901478), Grants for First Research Projects (PAID-06-22), Programme for Enhancing Postdoctoral Research (PAID-PD-22), Grant Programme for Research

- Groups (PAID-11-21), Grant Programme for Contracting Young Researchers (PAID-10-21).
- Predoc: Grant Programme for Publishing Open Access Research Articles (PAID-12-21), two Grant Programmes for Contracting Predoctoral Researchers (PAID-01-22 & PAID-01-21).

Another example of aligning UPV policies with HRS4R is the new UPV Research Awards Programme that refers to the HRS4R in its preamble: “*These awards are also part of the Human Resources Strategy for Researchers (HRS4R)*”.

In other cases, documents do not directly refer to the strategy or the principles of the C&C and instead apply to their principles. For example:

- Agreement for the Application of Royal Decree-Law 8/2022, of April 5, Adopting Urgent Measures in the Area of Labour Contracting in the Spanish Science, Technology, and Innovation System to the UPV (BOUPV no. 068/2022) aligns with the Charter’s principle “Stability and permanence of employment” by eliminating the fixed-term work and services contract that used to be the norm in case of researchers, especially R1 and R2, and replaces it with the indefinite contract.
- Regulation of Academic Organization of The Universitat Politècnica de València (BOUPV 056/2022) in its article no. 7 recognises the possibility of teaching by pure researchers which aligns with the “teaching” principle of the Charter. Moreover, this normative act is being updated to include a recommendation for researchers applying for “teaching collaborations” to participate in a teaching methodologies course (PAU) offered by the Institute for Educational Sciences in order to further develop their careers.

Another way in which UPV proves its commitment to the HRS4R process is by allocating funds to a dedicated project focussed on the implementation of the Human Resources Strategy for Researchers. This programme is funded with 30000 € dedicated to hiring staff (HRS4R Coordinator) and other activities related to the implementation of the Action Plan.

Moreover, as mentioned earlier, the new Strategic Plan of UPV is being developed. At the time of preparation of this document it has not been published yet, but it is expected to be aligned with the HRS4R.

How has your organisation ensured that the proposed actions would be also implemented?

UPV has ensured that the actions proposed in the new Action Plan would be also implemented by the application of the following measures.

- Following the same Action Plan design principles as during the application phase. In brief, the Action-Activity structure was maintained. To facilitate better understanding how each Action is going to be implemented, it is broken down into smaller Activities. Each Action has a coordinating unit, and each Activity within an action is assigned to a unit responsible for its technical implementation. A timeline for the implementation is set at both Action and Activity level and each Activity is related to a metric, a standard and an indicator.
- The whole process is supervised on different levels by various bodies: the Steering Committee, the Implementation Committee and four Consultation Groups. Moreover, UPV has a full-time staff member whose responsibilities revolve around the HRS4R process (HRS4R Coordinator).
- Funds were allocated towards the implementation process by creating an institutional HRS4R project.
- Working towards including HRS4R in the new Strategic Plan.

How are you monitoring progress (timeline)?

The UPV Action Plan includes an implementation timeline expressed in semesters for each Action and Activity. The progress is monitored on various levels and the design of the Action Plan allows for a bottom-up implementation and monitoring. As mentioned above, each Action has a responsible unit and is further divided into Activities which also have a unit responsible for its technical implementation.

Each unit responsible for technical implementation of a specific Activity monitors its progress. On a higher level, a unit that leads an Action monitors the progress of each Activity within that Action. Representatives of these leading units are present in the Implementation Committee that monitors the progress of the Actions included in the Action Plan and reports to the Steering Committee. In parallel to this formal structure the HRS4R Coordinator facilitates the implementation by observing the progress and assisting the responsible units when necessary.

To further improve the monitoring capacity for the HRS4R implementation, it was decided to include a new type of annual report, equivalent to performing a full internal review. The process of preparation of this report will encourage more interactions between all the involved structures and positively impact the progress.

How will you measure progress (indicators) in view of the next assessment?

The UPV Action Plan includes a series of indicators that were assigned to each Activity as a result of following the **SMART** methodology, which five goals are to define parameters that are: **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-Bound. This methodology was used to design both the Action Plan for the application phase and for the updated Action Plan for the Interim Assessment phase. We plan on continuing to follow this methodology in the future iterations of the Action Plan during the cyclical award renewal phase.

Indicators used to quantitatively measure progress fall under the “Measurable” objectives. UPV’s Action Plan includes two types of measurable indicators that serve to measure progress: Metrics and Standards. A Metric defines what and how is measured and a Standard defines the goal to meet. For example, a Metric could be a “number of researchers who participate in a course”, and a Standard to achieve could be “30 researchers”.

To further facilitate measuring the progress, each activity has an Indicator that falls under the “Specific” category and that answers the question “How will we know when it’s done?”. An example of the latter could be “the course is prepared and open for registration”. This indicator, albeit of different nature than the previously described two is equally important.

These indicators, as in case of the timeline, are monitored on a bottom-up basis by multiple structures: the unit responsible for the technical implementation of an Activity, the unit leading the implementation of an Action as a whole, the Implementation Committee that is participated by the representatives of the Action implementing units, and at the top level by the Steering Committee.

In the view of the next assessment the same system for measuring progress will be maintained.

How do you expect to prepare for the external review?

The next review will mark the beginning of the award renewal phase and will include an on-site visit and UPV will prepare for it on various levels.

It is expected to maintain the same structure of Committees and Consultation Groups, aided by the full-time staff member dedicated broadly to the HRS4R (HRS4R Coordinator):

- Steering Committee
- Implementation Committee
- Consultation Groups:
 - o CG 1: Ethical and Professional Aspects
 - o CG 2: Recruitment
 - o CG 3: Working conditions and social security
 - o CG 4: Training and Career Development
- HRS4R Coordinator

These structures are expected to maintain their competences and responsibilities and because of this the core process of implementation and monitoring should not vary much either. This does not mean that there will be no improvements to our process. A great example could be the introduction of the annual report (equivalent to an internal review) in order to provide regular occasions for in-depth revisions.

From the technical point of view, to ensure compliance with the procedure, UPV will continue following the instructions provided in the "Technical Guidelines for Institutions" and will continue making use of document templates provided by the EC. UPV will also maintain its membership on the EURAXESS platform and will stay committed to keeping its profile and account information up to date.

Over the next three years UPV will monitor implementation of the Action Plan as well as other developments related to the HRS4R that may influence the process, for example findings of the ENHACERIA project developed by the European Universities of Technology Alliance ENHANCE. UPV leads its Work Package 5 titled "Joint Human Resources Development" where one of the expected outcomes are guides and recommendations on the implementation of the C&C principles to the consortium members.

Moreover, UPV has an intention to engage in the practice of actively participating in events related to the HRS4R process and exchanging good practices with representatives of other institutions. Ideally this would happen on both national and international level.

UPV also wants to continue connecting activities resulting from our HRS4R process to other initiatives at the university. Furthermore, it is planned to continue raising awareness of the HRS4R within the university's community and to encourage researchers to provide their feedback on the process.

Another important aspect of the next review that requires preparation is the on-site visit. UPV will prepare it in accordance with the indications provided in the "Technical Guidelines for Institutions". UPV has vast experience in organising high-quality events and this will assure that steps and requirements will be taken into account.