



UNIVERSIDADE  
DE VIGO



## **ACTION PLAN**




### **Application for Acknowledgement of Human Resources in Research**

Resubmission - Vigo, 15<sup>th</sup> May 2017

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## CONTACT DETAILS

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Web link to published version of organization's HR Strategy and Action Plan: <a href="https://uvigo.gal/uvigo_gl/investigacion/rrhh/estrategias_rrhh.html">https://uvigo.gal/uvigo_gl/investigacion/rrhh/estrategias_rrhh.html</a>	

# ACTION PLAN

## 1 ORGANIZATIONAL INFORMATION

### 1.1 Organizational profile

Established in 1990, the University of Vigo is a public University that has managed to consolidate itself over time as a reference of modernity and innovation in Galicia (north-western region in Spain).

Its three university campuses in the cities of Ourense, Pontevedra and Vigo offer numerous programs in the fields of science, humanities, technology and legal-social. These are distributed over nearly thirty centres where research groups also carry out their R&D activities.

A network of its own centres completes the research infrastructure map, which has been ranked fifteenth in the classification of Spanish universities for its scientific production, and has appeared in the Shanghai ranking of best universities in 2011 and 2012.

The University of Vigo (UVigo) has some 22.000 students and about 220 research groups. Its scientific community participates actively in regional, national and international projects, with more than 950 projects in total, of which so far more than 45 are European projects developed in the last 9 years.

## 1.2 Key figures for the organization

The following table shows the main indicators regarding human resources and main research funding sources.

**Table 1 Key Indicators**

<b>STAFF &amp; STUDENTS</b>	<b>Number of FTE (Full Time Equivalent)</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1.861
Of whom are international (i.e. foreign nationality)	39
Of whom are externally funded (i.e. for whom the organization is host organization)	403
Of whom are women	791
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1068
Of whom are stage R2 = in most organizations corresponding with postdoctoral level	215
Of whom are stage R1 = in most organizations corresponding with doctoral level	578
Total number of students (if relevant)	21.766
Total number of staff (including management, administrative, teaching and research staff)	2.558
<b>RESEARCH FUNDING (figures for 2015)</b>	
Total annual organizational budget	165.203.557,00€
Total annual research budget	28.367.500,00€
Annual organizational direct government funding (designated for research)	2.362.500,00€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	20.210.000,00€
Annual funding from private, non-government sources, designated for research	5.795.000,00€

## 2 ACTIONS

### 2.1 Actions to be undertaken in this HR strategy

The table shows the list of 15 actions to be undertaken in this HR strategy, additionally, Annex 1 shows an extended version in which the actions are described in more detail.

The responsibility to implement each one of the 15 actions is committed by the following offices:

- Vice-Chancellor's Office for Research and Technology Transfer (VC-RTT) [http://www.uvigo.gal/uvigo\\_en/investigacion/](http://www.uvigo.gal/uvigo_en/investigacion/)
- Vice-Chancellor for Academic issues and Staff (VC-AIS) <http://vicprof.uvigo.es/>
- The management unit (M) [http://xerencia.uvigo.es/xerencia\\_en/](http://xerencia.uvigo.es/xerencia_en/)

The leading manager of each office will lead the implementation of the action. Working teams will be created to give support to these managers. Members of the working group will participate in these working teams. For each action a member of each working team is committed to follow its implementation process. See Table 4.

In each of the following cases, other organizational units will participate in the design and implementation process of the set forth actions. For example, this will include the participation and implication of:

- Secretary General of UVigo, ([http://secxeral.uvigo.es/secxeral\\_en/index.html](http://secxeral.uvigo.es/secxeral_en/index.html)),
- Vice-Chancellor of University Extension and International Relations ([http://extension.uvigo.es/extension\\_en/index.html](http://extension.uvigo.es/extension_en/index.html))
- Other bodies or units ([http://www.uvigo.gal/uvigo\\_en/orqanizacion/orqanos/](http://www.uvigo.gal/uvigo_en/orqanizacion/orqanos/)).

**Table 3 Action description**, depicts the actions approach, stakeholders and correlation with C&C principles;

**Table 4 Actions**, summarizes the action plan, the C&C criteria improved by the implementation of the action, the timing, responsible unit, the researcher commission to supervise the implementation process, the monitoring indicators that will be used;

**Table 5 Calendar**. The timetable for the implementation of the 15 actions considers the moment the action proposed will be implemented.

Table 3 Action description

Nº	TITLE ACTION	DESCRIPTION	STAKEHOLDERS	C&C
1	Define and publish the Code of Ethics of the UVigo.	<ul style="list-style-type: none"> <li>The purpose of this code will be to compile a set of ethical commitments and make them visible with views of both the operation of the University itself and its relationship with society, so as to (i) Serve letter of the values, principles and general commitments to society, (ii) Provide share benchmarks for performances of the different actors of our University community, and (iii) Provide a general guide to ethical principles and values that inspire the diversity of rules and regulations that apply in this university.</li> </ul>	<ul style="list-style-type: none"> <li>Research Teaching Personnel (PDI)</li> <li>Researchers</li> <li>Students</li> <li>Administration Services Personnel (PAS)</li> </ul>	2
2	Design and publish the UVigo's Code of Good Practice in Research.	<ul style="list-style-type: none"> <li>It will be pertinent to all research disciplines and will place an emphasis on the responsibilities and accountabilities of all research stakeholders. Aspects of "Professional Responsibility", "Co-authoring" and the possibility to develop recommendations on "Copyright" will be studied.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> </ul>	3,31,32
3	Select and install an anti-copy Software.	<ul style="list-style-type: none"> <li>Among the commercial options available, software to verify the originality of the documents under review will be selected and installed.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> </ul>	3
4	Design and publish fact sheets on calls for projects and update FAQ calls.	<ul style="list-style-type: none"> <li>Make available to the university community information on the characteristics and restrictions imposed by all calls for competitive projects in the form of fact sheets (summaries).</li> <li>Update manual FAQ on the adequacy of the call to the internal rules of the University, also including these fact sheets.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> <li>PAS</li> </ul>	4
5	Prepare and elaborate a "Welcome Manual for New Researchers at UVigo".	<ul style="list-style-type: none"> <li>All researchers who join the UVigo regardless of their professional level and period in which they remain in the UVigo receive this informative document containing regulations: (i) Intellectual Property, (ii) Data protection research (LOPD) in all disciplines, (iii) Dissemination and exploitation of results, and other information, (i) Prevention of risks, (ii) and any other practical information on the UVigo (everyday life, culture and leisure, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> </ul>	5,7,8,23,31

Nº	TITLE ACTION	DESCRIPTION	STAKEHOLDERS	C&C
6	Define and implement a data management plan for research projects at UVigo.	<ul style="list-style-type: none"> <li>• The "Data Management Plan" should adapt to the LOPD research projects developed in the UVigo, as required. The management responsibility will be on the Research Commission.</li> <li>• A manual targeted to the IPs, will be written to describe how to handle effectively the data gathered during the research operations. It will recommend the presentation of a formal report at the beginning of research projects, describing the managing of the data during and after completion of the research project. This report will define data policies, intellectual property right issues, and how sensitive and personal data will be handled. It will describe which data will be published, and how: when and where this publication will be carried out (data repository, as supplementary information "data paper", etc.).</li> <li>• This practice is partially implanted in the UVigo, since it is a key element of Open Science and is mandatory in the new H2020 projects.</li> </ul>	<ul style="list-style-type: none"> <li>• PDI</li> <li>• Researchers</li> </ul>	7
7	Expand the training program offered in soft skills in key areas, improve dissemination and access.	<ul style="list-style-type: none"> <li>• Design and organize training seminars in online and / or face to face format, aimed at researchers, in the following areas: (i) intellectual property, (ii) transfer of knowledge, etc., (iii) disclosure of science, (iv) skills horizontal management, (v) monitoring techniques for researchers, (vi) regulations for the boards of department, (vii) co-authoring, etc.</li> <li>• Improve communication on the training offer.</li> <li>• Provide access to these courses to research staff hired by projects.</li> </ul>	<ul style="list-style-type: none"> <li>• PDI</li> <li>• Researchers</li> </ul>	5, 8, 9, 14, 28, 32, 37, 38, 39
8	Define and create an "Accessible science dissemination Unit" of the UVigo.	<ul style="list-style-type: none"> <li>• <i>Define contents, key activities, dimension, structure, funding sources, etc. of the "UVigo University's Office of Science Outreach". This office will encourage and assist faculty to engage in science outreach, organized activities targeted at youth, school teachers, and the public; that will increase their interest, understanding, and involvement in math, science and engineering.</i></li> <li>• <i>The office will serve researchers throughout the University by helping them create outreach project ideas and proposals, identifying potential partners for them, and facilitating information and resources sharing among all the University's science outreach initiatives.</i></li> </ul>	<ul style="list-style-type: none"> <li>• PDI</li> <li>• Researchers</li> </ul>	8,9



Nº	TITLE ACTION	DESCRIPTION	STAKEHOLDERS	C&C
9	Complete implementation of the new rules for "Hiring researchers through R&D&I Project Funding"; publish and implement the OTM-R policy.	<ul style="list-style-type: none"> <li>The UVigo is currently working on completing the implementation of the new rules of "Hiring researchers through R&amp;D&amp;I Project Funding"; this will develop, among others, elements of the principles C&amp;C number 12, 13, 14, 15, 16, 17, 18, 19 and 39. The possibility of including a criterion of positive discrimination for disadvantaged groups will also be analyzed.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> </ul>	12,13, 14, 15, 16, 17, 18, 19,39
10	Prepare the "Handbook of Good Practices in Recruitment of researchers at the UVigo" to accompany the implementation of new rules for "Hiring researchers through R&D&I Project Funding".	<ul style="list-style-type: none"> <li>The development of the "Hiring researchers through R&amp;D&amp;I Project Funding" rules includes, among others, elements of the principles C&amp;C No. 12, 13, 14, 15, 16, 17, 18 and 38. Specifically, the manual will include recommendations, among others, relating to: (i) procurement; (ii) selection, in particular on the composition of the selection committees; (iii) transparency, in particular the aspect of informing candidates about the strong and weak points of their applications; (iv) assessment of merit; (v) changes in the chronology of the CV; (vi) recognition of mobility experience; (vii) recognition of qualifications, including recommendations for the correct assessment of unapproved or unofficial titles.</li> <li>To hold awareness seminars and training on the implementation of the Handbook of Good Practices in Recruitment of Researchers.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> <li>PAS</li> </ul>	12,13, 14, 15, 16, 17, 18, 19,39
11	Design a scientific and technological infrastructure map.	<ul style="list-style-type: none"> <li>Design and disseminate a map of infrastructure, which is to create an inventory of own scientific-technological equipment of the UVigo and national and international Singular Scientific Technological Infrastructures (ICTS) with access to the UVigo through agreements.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> </ul>	23
12	Write a document about "Strategies for Professional Development of Researchers" at the UVigo.	<ul style="list-style-type: none"> <li>The UVigo will write a document presenting alternative professional paths for researchers. For that purpose, UVigo will be assessed by other professionals working in research-related positions, and human resources experts. This framework of scientific career aims to identify and present options and career paths within and outside the UVigo, in the public and private environment, in the sectors most representative for researcher's performance at UVigo, acting as a platform or professional shuttle.</li> <li>Develop a career tracking study and impact of the University.</li> </ul>	<ul style="list-style-type: none"> <li>PDI</li> <li>Researchers</li> </ul>	28,3

Nº	TITLE ACTION	DESCRIPTION	STAKEHOLDERS	C&C
13	Network of tutors and mentors for young researchers.	<ul style="list-style-type: none"> <li>• Develop a pilot program creating a network of scientific mentors (Doctoral advisors or supervisors who guide the scientific activity) and HHRR mentors (who advise in the professional development of the research career) composed of researchers of UVigo and human resources professionals. Contrast it and expand it.</li> <li>• Formalize the roles of tutor and mentor.</li> <li>• Create partnerships and adopt mentorship programs with external expert organizations (eg. The Barrié Foundation) for the adoption of programs that have proven successful (eg. Grad School).</li> </ul>	<ul style="list-style-type: none"> <li>• PDI</li> <li>• Researchers</li> </ul>	28,30,37
14	<i>Design and create a "Career Guidance Unit".</i>	<ul style="list-style-type: none"> <li>• <i>Define contents, key activities, structure, funding sources, etc. and evaluate the technical and economic feasibility of sustaining the new creation of the "Career Guidance Unit of UVigo" or assigning these functions to the Office of Employment of the University.</i></li> </ul>	<ul style="list-style-type: none"> <li>• PDI</li> <li>• Researchers</li> </ul>	30
15	Awareness and implementation of the Charter & Code.	<ul style="list-style-type: none"> <li>• <i>Film a video explaining the advantages of the application of the C&amp;C principles, and distribute its web link among all the researchers.</i></li> <li>• <i>Schedule periodical briefings in Departments, schools and governing boards, to influence the dissemination of the C&amp;C key lessons to University alumni, pre-doctoral students and UVIGO research staff.</i></li> <li>• <i>Schedule periodical briefings to the University's management committees and boards, to introduce the OTM-R and C&amp;C key lessons to the Administration staff.</i></li> <li>• <i>Annual Survey regarding implementation and satisfaction level: Re-send the survey used for OTM-R and GAP analysis to observe changes in the perception of the implementation of C&amp;C and OTM-R at the University.</i></li> <li>• <i>Open call for researchers that wish to join the working group, to become "delegate for HRS4R" in each school and campus.</i></li> <li>• <i>HRA managers will attend workshops, organized by European institutions, to share good practices in the implementation of C&amp;C actions.</i></li> </ul>	<ul style="list-style-type: none"> <li>• PDI</li> <li>• Researchers R1-R4</li> </ul>	All

Table 4 Actions

Nº	TITLE ACTION	C&C	TIMING	RESPONSIBLE UNIT	PERSON IN CHARGE	INDICATOR(S) / TARGET(S)
1	Define and publish the Code of Ethics of the UVigo.	2	Q3 2018	VC-RTT	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Preliminary interdepartmental meetings for the drafting of the Code of Ethics Manual.</li> <li>• Drafting of the UVigo Code of Ethics.</li> <li>• UVigo's Code of Ethics approval.</li> <li>• UVigo Code of Ethics publication.</li> <li>• Number of visits/downloads of the documentation.</li> <li>• Annual Survey regarding implementation.</li> </ul>
2	Design and publish the UVigo's Code of Good Practice in Research.	3,31,32	Q3 2018	VC-RTT	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Preliminary interdepartmental meetings for the drafting of the UVigo Code of Good Practices in Research.</li> <li>• Drafting of the Code of Good Practices in Research.</li> <li>• UVigo's Code of Good Practice in Research approval.</li> <li>• Publication of the Code of Good Practices in Research.</li> <li>• Number of visits/downloads of the documentation.</li> <li>• Annual Survey regarding implementation.</li> </ul>
3	Select and install an anti-copy Software.	3	Q2 2020	M	Manuel Fernández Jauregui	<ul style="list-style-type: none"> <li>• Preparation of a checklist of the desired attributes of the software.</li> <li>• Identification of the most convenient software based on the list of attributes.</li> <li>• Software purchase.</li> <li>• Software installation.</li> <li>• Annual Survey regarding implementation.</li> </ul>
4	Design and publish fact sheets on calls for projects and update FAQ of calls.	4	Q4 2019	VC-RTT	María Asunción Longo González	<ul style="list-style-type: none"> <li>• List of the current calls available.</li> <li>• Drafting of the Fact Sheet.</li> <li>• Publication of the Informative Fact sheets and FAQ manual.</li> <li>• Updating of the informative fact sheets.</li> <li>• Number of visits/downloads of the documentation.</li> <li>• Annual Survey regarding implementation.</li> </ul>
5	Prepare and elaborate a "Welcome Manual for New Researchers at UVigo".	5,7,8,23,31	Q1 2019	VC-RTT	María Asunción	<ul style="list-style-type: none"> <li>• Interdepartmental meeting for the preparation of the drafting of the Welcome Manual for researchers.</li> </ul>

					Longo González	<ul style="list-style-type: none"> <li>• Drafting of the Welcome Pack including Code of Ethics, Code of Good Practices, etc.</li> <li>• Approval of the document of Welcome Manual by the Working Committee.</li> <li>• Publication of the UVigo's Welcome Pack for Researchers.</li> <li>• Number of visits/downloads of the documentation.</li> <li>• Annual Survey regarding implementation and satisfaction level.</li> </ul>
6	Define and implement a data management plan for research projects at UVigo.	7	Q1 2020	M	Manuel Fernández Jauregui	<ul style="list-style-type: none"> <li>• Interdepartmental brainstorming meeting to define the requirements for a data management plan for the UVigo.</li> <li>• Approval of the new procedures for data management</li> <li>• Purchasing (if necessary), installation and implementation of the data management plan.</li> <li>• Annual Survey regarding implementation.</li> </ul>
7	Expand the training program offered in soft skills in key areas, improve dissemination and access.	5,8,9,14,28,32,37,38,39	Q1 2018	VC-AIS	Ana María Graña Rodríguez	<ul style="list-style-type: none"> <li>• Number of new training programs available.</li> <li>• % of researchers trained.</li> <li>• Annual Survey regarding implementation and satisfaction level.</li> </ul>
8	Define and create an "Accessible science dissemination office" of the UVigo.	8,9	Q2 2019	VC-RTT	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Estimation of the costs associated with the office</li> <li>• Unit created and people hired.</li> <li>• Number of activities performed.</li> <li>• Number of participants at activities.</li> <li>• Annual Survey regarding implementation and satisfaction level.</li> </ul>
9	Complete implementation of the new rules for "Hiring researchers through R&D&I Project Funding"; publish and implement the OTM-R policy.	12,13,14,15,16,17,18,19,39	Q2 2018	VC-RTT & M	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Rules developed and reviewed by the researchers.</li> <li>• Final drafting of the rules.</li> <li>• OTM-R policy published.</li> <li>• Implementation of the rules: training sessions in the updated procedures</li> <li>• Annual Survey regarding implementation.</li> </ul>
10	Prepare the "Handbook of Good Practices in Recruitment of researchers at UVigo" to accompany the implementation of new rules for "Hiring researchers through R&D&I Project Funding".	12,13,14,15,16,17,18,19,39	Q2 2018	VC-RTT & M	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Interdepartmental meeting for the preparation of the drafting of the Manual of Good Practices in Recruitment of Researchers.</li> <li>• Approval of the Manual of Good Practices in Recruitment of Researchers.</li> <li>• Publication of the UVigo's Manual of Good Practices in Recruitment of Researchers</li> </ul>

						<ul style="list-style-type: none"> <li>• Implementation by training session and procedures updated.</li> <li>• Number of visits/downloads of the documentation.</li> <li>• Annual online Survey to verify implementation and satisfaction level.</li> </ul>
11	Design a scientific and technological infrastructure map.	23	Q1 2018	VC-RTT	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Inventory of the material and facilities.</li> <li>• Consolidation and cataloguing of the scientific and technological infrastructures of the UVigo.</li> <li>• Publication of the technological infrastructures map.</li> <li>• Annual online Survey to verify implementation and satisfaction level.</li> </ul>
12	Write a document about "Strategies for Professional Development of Researchers" at the UVigo".	28,3	Q4 2017	VR-RTT & M	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Brainstorming sessions with experts from other research organizations. Prepare a publication containing the most remarkable conclusions or recommendations of the experts.</li> <li>• Publish the document.</li> <li>• Number of visits/downloads.</li> <li>• Annual Survey regarding implementation and satisfaction level.</li> </ul>
13	Network of tutors and mentors for young researchers.	28,30,37	Q4 2018	VC-RTT & VC-AIS	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Pilot the development of a mentorship network.</li> <li>• % of young researchers assigned to mentors.</li> <li>• Annual online Survey to verify implementation and satisfaction level.</li> <li>• Mentorship network implemented.</li> </ul>
14	Design and create a "Career Guidance unit".	30	Q3 2019	VC-RTT & M	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Estimation of the costs associated with the office.</li> <li>• Office created.</li> <li>• Number of activities performed.</li> <li>• Annual Survey regarding implementation and satisfaction level.</li> </ul>
15	Awareness and implementation of C&C.	All	Q3 2017-Q42020	VC-RTT M	María Asunción Longo González	<ul style="list-style-type: none"> <li>• Number of web page views.</li> <li>• Number of informative sessions.</li> <li>• % participants in Annual Survey.</li> <li>• Number of participants in HRS4R briefings.</li> <li>• Number of HRS4R delegates recruited.</li> </ul>

Table 5 Calendar

Nº	ACTIONS	2017		2018		2019		2020			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
15	Awareness and implementation of C&C.	■									
12	Write a document about "Strategies for Professional Development Researchers" at the UVigo.		■				...				
7	Expand the training program offered in soft skills in key areas, improve dissemination and access.			■							
11	Design a scientific and technological infrastructure map.			■							
9	Complete implementation of the new rules for "Hiring researchers through R&D&I Project Funding"; publish and implement the OTM-R policy.				■						
10	Prepare the "Handbook of Good Practices in Recruitment of Researchers at UVigo" to accompany the implementation of new rules "Hiring researchers through R&D&I Project Funding".				■						
1	Define and publish the "Code of Ethics of the UVigo".					■					
2	Design and publish the "UVigo's Code of Good Practice in Research".					■					
13	Network of tutors and mentors for young researchers.						■				
5	Prepare and elaborate a "Welcome Manual for New Researchers at UVigo".							■			
8	Define and create an "Accessible science dissemination Unit" of the UVigo.								■		
14	Design and create a "Career Guidance Unit".									■	
4	Design and publish fact sheets on calls for projects and update FAQ for project calls.										■
6	Define and implement a data management plan for research projects at UVigo.										■
3	Select and install an anti-copy Software.										■

## 2.2 Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

The main action to develop and implement the principles of Open, Transparent, Merit-Based Recruitment is to apply these to the recently approved regulation for "Hiring researchers through R&D&I Project Funding". Currently, the UVigo is working on this development.

The development of this regulation will be accompanied by the **Handbook of Good Practices on the Recruitment of Researchers at UVigo** and awareness campaigns aimed at all personnel involved in recruitment processes, both PDI and PAS personnel staff. If the need is detected, the awareness training seminars targeting PI groups and members of the selection committees will be strengthened. The need for specific training in selection techniques, mainly interviews, will be assessed.

Additionally, these good practices will be initially implemented in all new hires covered by the "Hiring Researchers through R&D&I project funding" regulation, and later extended to the rest of the recruitment processes at UVigo.

A specific seminar on OTM-R for staff in the Human Resources Department, the directors of research units or groups and all those interested in the UVigo will be organized.

The UVigo is strongly committed to develop and implement an OTM-R policy that encourages, in particular, external applicants by:

- a) providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable;
- b) posting a clear and concise job advertisement with links to detailed information on required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality policies, etc.;
- c) ensuring that the levels of qualifications and competencies required are in line with the needs of the position and not set as a barrier to entry, e.g., too restrictive and/or requiring unnecessary qualifications;
- d) considering the inclusion of explicit pro-active elements for underrepresented groups;
- e) keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum;
- f) reviewing, where appropriate, the institutional policy on languages

UVigo will encourage e-recruitment to support the process and in addition, from now on, the Euraxess platform will be used, as well as other existing platforms and tools.

The UVigo's OTM-R policy will be published on the website and will address the OTM-R requirements while respecting the institutional autonomy, diversity and policy.

UVigo will also establish a quality control mechanism, including supervision of the whole recruitment process, to be administered by the HR department or designated staff. This should be combined with a periodical, external review by an independent observer. To monitor and assess the extent to which the OTM-R system is being implemented, UVigo will adopt some form of internal reporting for all phases of a recruitment process, e.g., a standard, reporting template that contains basic, important information but is not overly burdensome.

The University of Vigo does not already have a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, therefore no web link is available.

### 3 IMPLEMENTATION

The following is an overview of the expected implementation process.

#### **Implementation committee and/or Steering Committee regularly overseeing progress.**

At the beginning of the process of preparing the Gap Analysis and Action Plan, the UVigo formed a Steering Committee which developed this proposal and was responsible for developing the most recent improvements in human resources. In addition, a Working Group has been set up, in which many members are also involved in the development of the new recruitment procedures and rules. The level of commitment of this team suggests that the implementation phase is assured. *On a bi-monthly basis, the working group will inform the Steering Committee about the progress in the Action Plan implementation. The results of the Annual online Survey to verify implementation and satisfaction level will be a very useful tool to follow the process.*

#### **Involvement of the research community and main stakeholders in the implementation process**

The Working Group created for this proposal will have continuity, and will not only be involved in the implementation phase, but also in the evaluation phases. In addition, specific working groups for the development of each of the phases will be created, with the aim of integrating the research community and the main stakeholders in order to enrich the debate to generate consensus and to facilitate the implementation. For these groups, "pilot" units will be created to test the on-going implementation and manage changes. The outcome of this pilot will be quickly corrected (if necessary) and implemented as deemed accordingly.

As in the beginning of this process, another key action is Reporting; all the members of the Steering Committee consider this a top priority action. Thus, the Rector will inform and report to the Governing Council, the highest Government Council of the University, all the progress made during the implementation of actions. In addition, other members of the Steering Committee will do the same in the general committees, at meetings in the three campuses of the UVigo.

All actions involving the development of regulation will go through the process of presentation, discussion and approval in decision-making bodies, so that in all cases the procedures will involve the university community.

As for implementation, a detailed road map for each of the 15 actions is to be developed. These roadmaps will be executed by the commissions that already exist, from which these new functions were attributed.

*Since July 2016, the ongoing training courses are being updated with new contents to educate and inform about the C&C criteria. These activities will be reinforced with communication actions headed by the working group, introducing the key principles in specific events addressed specifically for administrative staff, researchers or students.*

*After the fulfilment of each action of the Action Plan, specific communication activities will be launched to present in person or virtually (meetings or intranet) each of the deliverables. In addition, specific training will be given to the stakeholders if needed. The UVigo HRA web page will be updated, and the intranet will integrate the new contents prepared.*

*The students involved in the Working Groups will be additional stakeholders for the spreading of the HRS4R. They will attend workshops for HRA managers organized at European institutions, to share good practices in the implementation of C&C actions.*

#### **Measures to ensure that the proposed actions will also be implemented.**

On the one hand, the commitment to HRS4R is included in the Strategic Plan of the UVigo currently under development. In addition, the actions defined in this Action Plan will be part of the initiatives defined in the Strategic Plan.

Along this respect, there is a strong institutional commitment that has generated a very interesting debate. Many people in key positions are sensitive to changes that must be implemented, and are committed to their promotion.



Furthermore, to ensure the implementation of actions in a timely manner, efforts will be made to allocate enough internal resources. UVigo will resort to external resources if the personnel and working groups can't handle the workload.

*Training sessions on the implementation of OTM-R principles for the researchers will be performed*

#### **Evidence of any alignment of the HRS4R with ORGANIZATIONAL policies**

The alignment of this policy is assured, since it is included in the Strategic Plan of the University of Vigo.

#### **To monitor the progress**

The leadership and direction of the whole process will be headed by the Vice-Chancellor for Research and Technology Transfer. The monitoring will be carried out by the Management area, which will be responsible for monitoring the development of indicators and monitoring reports. Performance indicators chosen for each action will be reviewed every two months, and reported to the Steering Committee, which will take corrective measures in case of deviation in time or scope. *Annual online Survey results will also be reported to the Steering Committee.* The specific working committees will draw up minutes of the activity that its being developed for the design and implementation of each of the actions.

They will report monthly (in the period in which they are active) on the development of roadmaps defined.

*For the OTM-R a specific working group will be created with the task of reviewing the processes of selection and recruitment of researchers for the progressive adaptation to the OTM-R system. The group will consist of representatives of all services with competence in selection and recruitment of researchers.*

#### **To prepare the internal and external review**

The internal evaluation will be conducted by the Working Group and reported to the Steering Committee. This will be carried out by reviewing the progress of the Project in accordance to the commitments of the Action Plan, the revision of indicators' reports, and compliance with roadmaps for each action. With this, an interim report after 12 months of activity will be drafted and a final report coinciding with the 24 months will be prepared, as is set in the new procedures. For these reports the evaluation templates available in Euraxess will be used.