



# HRS4R

## THE USC HUMAN RESOURCES STRATEGY FOR RESEARCHERS

Action Plan 2022-2025

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## 1 INTRODUCTION

### 1.1 Background

In March 2005 the European Commission presented the **European Charter for Researchers** and the **Code of Conduct for the Recruitment of Researchers**, that aim to contribute to the development of a European labour market attractive to researchers. The charter and the code of conduct are recommendations of the Commission to Member States, invited to apply them voluntarily:

- The **European Charter for Researchers** is a set of general principles and requirements defining the roles, responsibilities and rights of researchers, entrepreneurs and funders.
- The **Code of Conduct for the Recruitment of Researchers**, which does not differ much from the standard rules governing recruitment, stresses the importance of open and transparent recruitment procedures, and the importance of diverse and experienced selection committees.

On another note, the "**Human Resources Strategy Research**" is being developed within the policy of the European Union to prioritize the rights and obligations of researchers and give them visibility. The strategy is a tool launched by the European Commission to support universities and research institutions and organizations that fund research in the application of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The concrete and correct application of the Charter and the Code by universities makes them more attractive to researchers looking for a new employer or a host for a research project. The **quality seal** awarded by the European Commission "**HR Excellence in Research**" identifies universities and institutions that generate and support the existence of a stimulating and favourable research environment.

In 2016 the University of Santiago de Compostela (USC) presented its first HRS4R Action Plan 2016-2021 with which it obtained the "HR Excellence in Research" award and started its implementation. In 2019 the USC passed the interim assessment with the maximum rating: "HRS4R embedded". Despite the limitations due to the pandemic situation, in the period 2020-2021 the USC has continued with the implementation of the action plan according to schedule.

In February 2022 the USC's government team<sup>1</sup> was re-elected, their program includes its commitment to the "Human Resources Strategy for Researchers", that is reflected in the 2022-2024 HRS4R Action Plan included in this document.

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[USC Governance](#)

## 1.2 The USC and its System of R+D+i

The University of Santiago de Compostela (USC) – the **leading academic, scientific and technological resource in Galicia**- has more than **five centuries of history**, which have provided us a rich academic tradition and an exceptional architectonic, artistic, bibliographic and natural patrimony, which is both alive and open to society. The USC treasures a strong **international projection** in both its teaching and scientific relationships, which endow it with the profile of a complete university with competitive teaching and research in all the fields of knowledge.

### USC's position in the most relevant international university rankings

Shanghai ARWU 2021: 401-500	QS World University Ranking 2022: 701-750	Times Higher Education 2022: 801-1000
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The USC is integrated in the new European educational model and is **one of the top universities in Europe as regards to the number of officially recognised degree courses offered** in Health Sciences, Sciences, Engineering and Architecture, Social Sciences and Law and Humanities. Concerning post-graduate studies, the USC offers advanced specialized and multidisciplinary training aimed at academic and professional specialization and research, with more than a hundred masters and PhD courses

Currently the university's facilities cover more than 1,300,000 square metres. In terms of human resources, the university has more than 5000 professional and research personnel (about 49% female) involved in study and research and over 25,000 students.



The University has two thematic specialisation campuses:



A strategic project aligned with the HRS4R principles, called **Campus Vida**, has been awarded by the Spanish Ministry of Education and Ministry of Science and Innovation with the recognition of **International Campus of Excellence** as a result of the educational, research and social commitment of the USC.



**Campus Terra** in Lugo is a project of the University of Santiago de Compostela aimed at promoting a capital sector for the Galician economy such as the agri-food sector. The University is focused on academic, scientific and healthcare services that can provide expertise for production and manufacturing sectors, as well as institutions.

**Research and innovation** is one of the most important activities in the USC, having infrastructure facilities and human resources of the highest international quality. Our R&D activities cover different fields (Health Sciences, Agrofood, Environment, Life Sciences, Engineering, Social Sciences and Law and Humanities) showing average values for the last 5 years of 1850 articles published in JCR reviews/year; 291 disserted PhD Theses/year and 10 patents/year.

From the city of Santiago de Compostela, where cultural tradition and scientific vanguard work hand in hand in order to generate Excellence within an Excellent environment, we are already constructing the University of the XXI century.

STAFF & STUDENTS (1)	NUMBER
<b>Total researchers</b> (staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research)	5,270
Of whom are <b>international</b> (foreign nationality)	816
Of whom are <b>externally funded</b>	505
Of whom are <b>women</b>	2,575
Of whom are stage <b>R3 or R4*</b>	1,380
Of whom are stage <b>R2*</b>	434
Of whom are stage <b>R1*</b>	2,673
<b>Total number of students</b>	24,783
<b>Total number of staff</b> (including management, administrative, teaching and research staff)	4,492
RESEARCH FUNDING (2)	€
<b>Total annual organisational budget</b>	103,038,139
Annual organisational <b>direct government funding</b> (designated for research)	48,342,751
Annual competitive <b>government-sourced funding</b> (designated for research, obtained in competition with other organisations – including EU funding)	45,847,108
Annual funding from <b>private</b> , non-government sources, <b>designated for research</b>	8,848,280

(1) Data as of 31/12/2021

(2) Data for Financial year 2020. Year 2021 is pending of final approval

\* Definitions in Attachments

## 2 ACTION PLAN 2016 – 2021 IMPLEMENTATION

In 2016 the University of Santiago de Compostela (USC) started the implementation of the HRS4R Action Plan 2016-2021; subsequently, in 2019 the USC passed the interim assessment with the maximum rating: “HRS4R embedded”. The following table shows the status of implementation of the first plan in June 2022.

Cód	Title	Descriptions	Status
1	Preliminary study for defining a Research Career Plan at the USC	Analysis on the concept and teaching research tasks of the Teaching and Research Staff at the USC. The report is part of the preparatory studies for the definition and formalization of a Research Career Plan of the USC	Completed
2	Research Career Plan at the USC	Preparation and approval of a Research Career Plan Career at the USC. This document will establish professional research categories, functions and responsibilities. In addition, it will establish the minimum criteria to access each of them; the contractual arrangements and funding mechanisms will be associated.	Completed <a href="#">USC Research Career Plan</a> was published at the Official Journal of Galicia the 20th of November 2020. The plan was updated in 2022 to new labour legislation ( <a href="#">Official Journal of Galicia, 6 June 2022</a> ).
3	Research Career Chart at the USC	Development and web dissemination of a chart of research positions at the USC under the R scale including information on funding schemes associated with different models.	Completed See <a href="#">Stages of the research career on HRS4R website</a>
4	Alignment of the strategic planning of research institutes with the HR Action Plan	Inclusion in the strategic plans of the University Research Institutes and Singular Centres of the objectives and action lines of the research career aligned with the HR Plan.	Completed
5	Simplification of administrative procedures for selection	Review aimed at simplifying procedures for participation in selection processes (researchers hired in research projects). For example: acceptance of documents in English.	Completed
6	eGovernment	Implementation of e-government for submitting applications for selection processes.	Completed
7	Protocol for the international dissemination of selection processes	Development of a protocol for the dissemination of selection processes of researchers in Euraxess and specialized web pages.	Completed

Cód	Title	Descriptions	Status
8	Charters for Services on Human Resources Management	Preparation and publication of Charters for Services on Human Resources Management to clarify the roles of the various departments of the USC involved in planning, selection, recruitment and professional development of Human Resources.	Extended to the 2022-2025 HRS4R Action Plan
9	Creation of the USC Welcome Center (Centro de Bienvenida Internacional de la USC)	Implementation of new infrastructure and a central service for the reception and mentoring of new foreign researchers, strengthening the activity of the Euraxess Center.	Completed
10	Welcome Guide for new researchers	Preparation and dissemination of a welcome guide for new researchers with basic information for the development of their research activity at the USC, as well as life in the cities of Santiago de Compostela and Lugo.	<u>Completed for R1</u> Extended to the 2022-2025 HRS4R Plan for R2 to R4
11	Working Group OTM-R system	Creation and implementation of a working group 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.	Completed
12	Protocol and guide of the OTM-R system	Development of a protocol and a guide for implementation of the OTM-R system in the recruitment of researchers R1 and R2. (Progressive implementation along with reviewing the aspects included in the OTM-R)	<u>OTM-R Policy</u> and <u>the selection process guide for research staff</u> , both published in June 2022 at <u>HRS4R website</u>
13	Training in OTM-R system	Training actions for researchers on implementation of the OTM-R system (first training actions in 2018)	Omitted at the interim assessment. Extended to the 2022-2025 HRS4R Plan, once that the guide and policy are published.
14	Improvement of procedures for hiring non permanent Teaching Staff and Research Staff	Improvement of procedures for hiring non permanent Teaching and Research Staff	Completed <u>The Regulation of non tenured teaching staff</u> is published at the <u>HRS4R website</u>
15	Code of Good Practices in Research at the USC	Development and dissemination of a Code of Best Practices in Research including actions, recommendations and commitments for the development	Completed The USC Governing Council approved the Code of Good Research Practices (CBPI in Spanish) of this university in September

Cód	Title	Descriptions	Status
		of research activities at the USC. The code will include the following: research principles and values, organization of research, planning, research practice, collection and storage of materials and data, exploitation and dissemination of results, evaluation of research performance and accountability.	2018, after a participatory process in which the Bioethics Committee, R&D Activities Committee, USC General Secretary's Office and the Research Committee of the Governing Council itself took part. The <a href="#">Code of Good Research Practices</a> is published ant the <a href="#">HRS4R website</a>
16	Charter Services Research Management for researchers	for on for Definition and dissemination of the Charter for Services on Research Management at the USC.	Linked to action 8. Extended to the 2022 2025 HRS4R Plan
17	Training research management procedures	in Training activities for R1 and R2 on research management procedures.	Completed On going action Extended to the 2022-2025 HRS4R Plan
18	Unit of Science Dissemination	Creating a unit of science dissemination to coordinate all outreach activities of the USC.	Omitted in the interim assessment because the public call expected to fund this action had been cancelled
19	Improving research infrastructures	Performing works to improve safety and health conditions in workplaces, facilities, equipment and processes. Implementation of risk control measures assessed as significant in the risk assessments.	Completed On going action Extended to the 2022-2025 HRS4R Plan
20	Training occupational risk prevention	in Mandatory training in prevention of occupational risks for new researchers in the Singular Centres of Research. (Continuing action with annual milestones)	Completed On going action Extended to the 2022-2025 Plan
21	Information System on scientific production	on Development and implementation of a new information system on scientific activity. The tool will store information on scientific production and participation in R&D projects of the research staff. The system will provide more information for the evaluation of the research performance.	Completed The <a href="#">research portal</a> is accessible via the <a href="#">HRS4R website</a>
22	III PEIOHM (Plan of Equality between Men and Women)	Begin development of III PEIOHM 2019 - 2023	Completed The third PEIOMH covers the 2021-2024 period and includes actions to strengthen the Gender Equality Office, a key department to raise awareness among the university community of the challenges still pending so as to achieve equality. The is <a href="#">PEIOMH</a> accessible via the <a href="#">HRS4R website</a>
23	System of Internal Quality Guarantee of the CIEDUS	Development of a Manual processes and procedures for the system of quality assurance CIEDUS. (Progressive action starting in 2017)	Completed



Cód	Title	Descriptions	Status
		and ending by 2020)	
24	Feasibility report of the PhD Research Proposal	Generalization of the feasibility report of the PhD research proposal for improving both the students admission and supervisors allocations processes. (Progressive action with two scheduled milestones)	Completed
25	Review procedures of allegations in doctoral training	Improved procedures of allegations (incorporating an improved process for the student to make allegations in the event that the monitoring report is unfavourable).	Completed
26	Satisfaction Survey on Doctoral Education	Conducting an annual satisfaction survey for various stakeholders on doctoral education at the USC (stakeholders include students, tutors, coordinators, etc...)	Completed Extended to the 2022-2025 HRS4R Plan to improve some of their procedures
27	Anti-plagiarism software	Acquisition and implementation of a control tool against plagiarism in doctoral theses.	Completed
28	Ph D Supervision Good Practice Guide	Development of a guide about good practices of supervision and direction of PhD thesis	Completed
29	Supervision of postdocs (I / III): International Benchmarking	Study of best practices on functions, processes and programmes linked to the creation of the post of supervisor of postdoctoral researchers (analysis of responsibilities, processes and monitoring mechanisms, etc...)	Completed
30	Supervision of postdocs (II / III): Pilot project	Pilot project for the development of the position of Supervisor of Postdocs in Singular Centres of Research.	Omitted The action was included as a work package of a COFUND proposal that was approved but not funded.
31	Supervision of postdocs (III / III): Postdocs Supervisor	Regulatory, organizational and functional development for the creation of the position of Postdoc Supervisor at the USC.	Omitted See action 30
32	Career development Services	Redefining the area of work and employment orientation to incorporate new career development services for researchers (covering R1 to R4). Type of services in this field can be mentorship, advice in mobility, training, etc.	Extended to the 2022 2025 HRS4R Plan
33	Map of professional skills	Profiling professional skills of researchers for each of the categories of the R scale of the USC. The map will be used as a tool for identifying training needs and	Extended to the 2022 2025 HRS4R Plan

Cód	Title	Descriptions	Status
		needs in the training offer addressed to each category.	
34	Catalog of courses in transversal skills	Development of an online repository of training offered by the USC in transversal skills.	Completed The <u>catalogue of transversal training</u> was developed by the EDIUS, the information is accessible via the <u>HRS4R website</u>
35	Certification of training in professional and transversal skills received during the doctoral period	Certification on professional and transversal training being developed within the framework of doctoral programs. Certification of skills through courses in which they participate and recognizing the skills acquired through doctoral training.	Completed
36	Job Website	Design and development of a multilingual web portal on job opportunities at the USC. It will include both job offers and a repository of information on selection and recruitment procedures.	Completed The <u>Research Career portal</u> offers information on support measures and services aimed at facilitating the incorporation of excellent research staff into the USC and the development of their scientific careers. It is specifically aimed at researchers who are beneficiaries of any of the types of grants from the European Research Council (ERC) or the Ramón y Cajal, Marie Curie, and Juan de la Cierva programmes, and provides information on measures for scientific consolidation (support to make up a research group, Oportunius programme, etc.), the scientific environment of the USC (special centres, institutes, groups) and the ethical commitment and social responsibility of the USC. In addition the <u>HRS4R website</u> section was developed too.
37	Language training for management staff	Actions to strengthen linguistic competencies of the Administration and Services Staff that develops their activity in the field of research management with the programming of training actions, specifically in English, addressed to them.	Completed
38	Procedures for admission and enrolment R1 in English	English translation of computer procedures for admission and registration of R1.	Completed
39	The USC Research Ethics Committee		Completed Extended to the 2022-2025 HRS4R Plan to develop new procedures and regulations

Cód	Title	Descriptions	Status
40	Permanent Committee for the Selection of Researchers		Completed
41	Working group Research Career		Completed

### 3 UPDATED GAP ANALYSIS

The status of USC with respect to the gaps detected in 2016 for the 40 C&C principles is described in the document "Gap Analysis 2022" available in the HRS4R at USC web section.

#### 3.1 Main strengths

Considering the gaps detected in 2016, the following progress should be highlighted due to their relevance in the context of the HRS4R:

- **Development of a research career plan**

As a public university, the USC has a team of academic (teaching) and research staff (called PDI) consisting of civil servants and/or university labour employees, on a permanent or non-permanent basis, in accordance with the figures and categories set out in its Statutes and in the legislation in force. Personnel selection and recruitment processes for these categories are regulated by a state-level framework legislation. In addition, the USC may appoint research staff (called PEI) on a contract basis to implement competitive Spanish and European projects and programmes or the USC's own temporary programmes.

With the aim of updating, simplifying and, where applicable, organising the selection and recruitment processes for the different groups (PDI and PEI), the USC has developed, updated and approved different regulations between 2019 and 2020:

- Regulation on the selection of permanent academic staff (Agreement of the Governing Council of the USC of 27 September 2019)
- Regulation on the selection of temporary academic staff (Agreement of the Governing Council of the USC of 07 February 2020)
- Regulation on the selection of research staff and research support staff in the framework of R&D activities and programmes (Agreement of the Governing Council of the USC of 7 February 2020)

Likewise, in order to systematise, classify and regulate the contractual and remuneration structure of the PEI group, in 2020 the USC signed an agreement with the workers' representatives – **Agreement on the job classification and pay conditions of research staff and research support staff (DOG No. 237, 24 November 2020)** – which has been adapting to the latest changes in Spanish labour legislation in an attempt to redress the situations of precariousness and inequality resulting from a progressive reduction of R&D investments, and **whose latest version published in the DOG No. 107, 6 June 2022, defines a “research career” focusing on the Research Staff (PEI).**

- **OTM-R policy and procedures**

The OTM-R policy has been signed by the USC Rector in June 2022 and the "Researchers selection processes: guide for applicants" has also been developed. Both documents are available in Spanish, English and Galician at the section of Selection and Recruitment of the USC HRS4R website.

Procedures related to the advertising and the application phase have been reviewed and adjusted in terms of increasing information, reducing bureaucracy, digitalisation and accepting documentation in English. In this sense, improvements in OTM-R policy and procedure start to have an impact, as for example the number of foreign researchers has increased from 685 to 816 between 2016 and 2022.

- **Information for researchers**

During the period an important effort has been made to develop information concerning working conditions – such as the Code of Good Practices in Research at the USC, the Welcome Guide for R1 or the PhD Supervision guide.

In addition the [HRS4R website](#) has been developed to organise all the information of relevance for research staff around the following sections: HRS4R at USC, ethical principles and responsible research, selection and recruiting, training and development and guide for research at USC.

### 3.2 Improvement areas

Despite the progress, some gaps detected in the last period have to be overcome:

- The management of Human Resources is not still integrated. Although, to a greater or lesser degree, all scales have an area of support, the organizational fragmentation does not improve the visibility of the value of the services that the USC offers to the research community.
- Transversal competencies are not identified in association to each stage of the research.
- There is no Continuous Training Program for researchers. Although the USC has a range of continuous training courses for researchers, this is not part of a plan, and it is not disseminated in a coordinated manner. A catalogue of transversal courses is linked only to the International PhD School training offer.
- Continuous training actions are not oriented towards improving the employability of researchers outside the scientific or academic arena.

- Counselling and employment advisory services are oriented towards students and the USC does not have an area of postdoctoral affairs.
- Translation of the information in English and strengthening the language skills of the management staff.

## 4 OTM-R CHECK LIST

	O	T	M	Answer: (++)Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Progress 2019 and 2022 Suggested indicators (or form of measurement)
<b>OTM-R system</b>					
Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	Yes completely	2019 In progress, the establishment of the Committee in charge of OTM-R policy will be approved by the Governing Council in April 2019. See Action 40 2022 <a href="#">OTM-R Policy</a> published in 2022, to be downloaded from <a href="#">HRS4R website</a>
Do we have an internal guidesetting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes completely	2019 Not until now the OTM-R guide will be developed in the next 2-year period. 2022 <a href="#">OTM-R Policy</a> published in 2022, to be downloaded from <a href="#">HRS4R website</a>
Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes substantially	2019 Human Resources Staff is specialized in public recruiting processes. They participate at the institutional long life training programs. 2022 As said in 2019 Human Resources Staff is specialized in public recruiting processes. They participate at the institutional long life training programs. <a href="#">OTM-R Policy</a> and <a href="#">Selection Processes Guide for USC research staff (OTM-R guide)</a> have been published in June 2022, training actions are scheduled in the new plan (See Action 13) Indicator: At least one course by year
Do we make (sufficient) use of e-recruitment tools?	x	x		Yes completely	2019 and 2022 100% of recruiting processes for hiring researchers are publicly disseminated using: USC e-recruitment tools, as well as Euraxess (for international projects, associated researchers...) and specialised webpages
Do we have a quality control system for OTM-R in place?	x	x	x	No	2019 To be developed in the next period Action: annual checking of the OTM-R checklist 2022 As said <a href="#">OTM-R Policy</a> and <a href="#">Selection Processes Guide for USC research staff (OTM-R guide)</a> have been published in June 2022. The control system is scheduled in the

	O	T	M	Answer: (++Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Progress 2019 and 2022 Suggested indicators (or form of measurement)
					plan 2022 2025 (See Action 66) Indicator: System of indicators ready by Q4 2022
Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes substantially	2019 Considering Postdoctoral Calls launched by the Singular Centres more than 80% of the candidates are external 2022 <a href="#">OTM-R policy</a> has been launched in 2022 in the next years there will be further data to evaluate the policy impact. (See Action 66 includes monitoring OTM-R indicators) Indicator: Trend in the share of applicants from outside the institution
Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes partially	2019 Considering Postdoctoral Calls launched by the Singular Centres more than 80% of the candidates from abroad 2022 <a href="#">OTM-R policy</a> has been launched in 2022 in the next years there will be further data to evaluate the policy impact. (See Action 66 includes monitoring OTM-R indicators) Indicator: Trend in the share of applicants from abroad: 685 in 2016, 816 in 2022
Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes substantially	2019 No data 2022 See points 5, 6 and 7 of the <a href="#">OTM-R policy</a> OTM-R policy has been launched in 2022 in the next years there will be further data to evaluate the policy impact. (See Action 66 includes monitoring OTM-R indicators) Indicator: Trend in the share of applicants belonging to underrepresented groups
Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes partially	2019 Considering Postdoctoral Calls launched by the Singular Centres more than 80% of the candidates are external 2022 See point 6 of the <a href="#">OTM-R policy</a> OTM-R policy has been launched in 2022 in the next years there will be further data to evaluate the policy impact. (See Action 66 includes a researchers survey) Indicator: Level of satisfaction with the working conditions
Do we have means to monitor whether the most suitable researchers apply?				No	2019 No evidence 2022 Currently the USC cannot measure whether the most suitable researchers apply

Advertising and application phase

	O	T	M	Answer: (++Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Progress 2019 and 2022 Suggested indicators (or form of measurement)
Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		Yes substantially	2019 Protocol for the international dissemination of selection processes (Action Plan, A7). Online standard form for advertising research positions available at virtual OIT 2022 Completed before the interim assessment
Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		Yes partially	2019 Most of elements are included in the job call 2022 Action 49 at the 2022 2025 HRS4R Plan aims at reviewing the advertisement processes according to the toolkit recommendations.
Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes partially	2019 100% of recruiting processes for hiring researchers in international projects and associated researchers are advertised at Euraxess 2022 100% of recruiting processes for hiring researchers with a doctoral degree and a duration of more than one year, or for positions linked to projects financed with European funds are published in Euraxess
Do we make use of other job advertising tools?	x	x		Yes completely	2019 and 2022 USC website and specialized webpages
Do we keep the administrative burden to a minimum for the candidate?	x			Yes completely	2019 Action developed as part of the HRS4R action plan. Now 100% of job applications are received by web and documentation is accepted in English 2022 Since 2019 procedures were improved to reduced administrative burden. Candidates provide only information related to valuable merits, original documentation is only required in case of selection, ...
<b>Selection and evaluation phase</b>					
Do we have clear rules governing the appointment of selection committees?		x	x	Yes completely	2019 For Teaching and Research Staff is defined by law and internal rules. For hiring researchers it is partially implemented, Action 40 for the new period 2022 As mentioned at the <a href="#">OTM-R guide (point 4)</a> law and internal rules govern the appointment of selection committees. Furthermore, the Permanent Committee on Selection (in case of Personnel of Research) and the Advisory Committee for the Recruitment of Teaching Staff (in case of Teaching Staff) are in charge of ensures the correct overall development of all processes, guaranteeing their rigour and objectivity, as well as the correct application of the OTM-R principles. Furthermore, Action 67 involves Review of selection processes for permanent positions of the new career path for research staff.



	O	T	M	Answer: (++Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Progress 2019 and 2022 Suggested indicators (or form of measurement)
Do we have clear rules concerning the composition of selection committees?		x	x	Yes completely	<p>2019 For Teaching and Research Staff is defined by law and internal rules. For hiring researchers it is partially implemented, Action 40 for the new period</p> <p>2022 As mentioned at the <a href="#">OTM-R guide (point 4)</a> law and internal rules govern the appointment of selection committees. Furthermore, the Permanent Committee on Selection (in case of Personnel of Research) and the Advisory Committee for the Recruitment of Teaching Staff (in case of Teaching Staff) are in charge of ensures the correct overall development of all processes, guaranteeing their rigour and objectivity, as well as the correct application of the OTM-R principles. Furthermore, Action 67 involves Review of selection processes for permanent positions of the new career path for research staff.</p>
Are the committees sufficiently gender-balanced?		x	x	Yes completely	<p>2019 Committees comply with Regulation</p> <p>2022 As mentioned at the <a href="#">OTM-R guide (point 4)</a> law and internal rules govern the appointment of selection committees. Selection rules established that committees have to be gender balanced.</p>
Do we have clear guidelines for selection committees, which help to judge 'merit' in a way that leads to the best candidate being selected?			x	Yes substantially	<p>2019 For Teaching and Research Staff is defined by law and internal rules. For hiring researchers it is partially implemented, Action 40 for the new period</p> <p>2022 There are internal guidelines for Selection Committees. The 2022-20256 HRS4R Action Plan includes Action 50 Diffusion of guidelines for selection committees, to make this guidelines public</p>
<b>Appointment phase</b>					
Do we inform all applicants at the end of the selection process	x			Yes completely	<p>2019 Results of the selection process are publicly disseminated at the USC webpage</p> <p>2022 Applicants are informed not only at the end, but they are also informed during the various stages of the process.</p>
Do we provide adequate feedback to interviewees?	x			Yes partially	<p>2019 There is not a standard procedure, but feedback is given when the interviewees ask it</p> <p>2022 The processes comply with the law, the qualification obtained in the interview is disseminated, the qualitative assessment is included in the minutes of the commission. It is disseminated when requested by the candidate.</p>

	O	T	M	Answer: (++Yes completely / +- Yes substantially / -+ Yes partially / -- no)	Progress 2019 and 2022 Suggested indicators (or form of measurement)
Do we have an appropriate complaints mechanism in place?	x			Yes completely	2019 and 2022 All processes include a deadline to present allegations The indicator Statistics on complaints will be part of the indicators considered at Action 66 of the 2022-2025 HRS4R Action Plan: Indicators system and researchers survey
<b>Overall assessment</b>					
Do we have a system in place to assess whether OTM-R delivers on its objectives?				No	2019 To be develop in the next HRS4R period 2022 OTM-R policy has been launched in 2022 in the next years there will be further data to evaluate the policy impact See Actions 66: Indicators system and researchers survey and Action 48: Working Group in OTM-R Policy

## 5 ACTION PLAN 2022 - 2025

Continuing with the strategy of continuous improvement, the 2022-2025 plan gives continuity to the reforms initiated in the previous period and focuses on the following priorities:

- Priority 1: Ensuring strategic alignments between the HRS4R Action Plan and other USC strategies
- Priority 2: Strengthening human resources management and structures
- Priority 3: Improving internal processes of recruiting, and to deploy recruiting programmes, according to the OTM-R principles
- Priority 4: Working Environment and Responsible Research and Innovation
- Priority 5: Enhancing training and career development
- Priority 6: Improving diffusion of information
- Priority 7: Strengthening internal monitoring

The actions linked to each of the priorities are described below. Two types of actions are distinguished:

- New actions: following the numbering used in the previous plan and, due to the technical requirements of the HRS4R dashboard, the first one starts at number 41 giving continuity to the previous plan.
- Extended actions: those coming from the previous period that are extended or retaken in the next period. These actions keep the numbering that they have at the plan 2016-2021.

- **Priority 1: Ensuring strategic alignments between the HRS4R Action Plan and other USC Strategies**

<b>CODE</b>	<b>TITLE</b>											
42 <sup>2</sup>	Research Strategy of USC											
<b>DESCRIPTION</b>												
During 2022 the University's research strategy 2022-2026 will be developed. It will incorporate the 2022-2025 HRS4R Action Plan in the Talent pillar. The development of this strategy may lead to new actions that will be incorporated into this Action Plan. The strategy will include also specific pillars related to Open Science and Responsible Research and Innovation.												
<b>C&amp;C ALIGNMENT</b>												
All principles												
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>												
1	2											
<b>R SCALE FOCUS</b>												
R1			R2			R3			R4			
<b>RESPONSIBLE</b>												
Vice-rectorship of Scientific Policy												
<b>PARTICIPANTS</b>												
Service areas under Vice-rectorship of Scientific Policy Service areas under Management USC Government Advisory Council for Research												
<b>IMPLEMENTATION INDICATOR</b>												
USC Research Strategy approved by the Governing Board												
<b>GOAL</b>												
Research strategy approved by December 2022												

<b>CODE</b>	<b>TITLE</b>											
43	Alignment of the strategic planning of research institutes with the 2022-2025 HR S4R Action Plan											
<b>DESCRIPTION</b>												
To support research work, the USC has developed a comprehensive network of research institutes and centres, which have been joined in the last decade by singular research centres. The University currently has ten institutes, eleven research centres of its own, two mixed centres, five singular research centres, and participates in three inter-university research centres. Singular centres and research institutes acknowledged by Xunta de Galicia must have strategic plans. This action aims at aligning the strategic plans of the Singular Centres and Research Institutes with the HRS4R Action Plan 2022-2025. It involves the inclusion of the <a href="#">OTM-R policy</a> , by the centres, and adoption of measures for its implementation.												
<b>C&amp;C ALIGNMENT</b>												
All principles												
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>												
1	2	3	4	5	6	7	8	9	10	11	12	
<b>R SCALE FOCUS</b>												
R1			R2			R3			R4			
<b>RESPONSIBLE</b>												
Vice-rectorship of Scientific Policy												
<b>PARTICIPANTS</b>												
Vice-rectorship for Scientific Policy Singular Centres and Research Institutes												

<sup>2</sup> The numbering is correlative with the 2017-2021 action plan.



<b>RESPONSIBLE</b> Management	<b>PARTICIPANTS</b> Vice-rectorship for Teaching Staff Vice-rectorship for Scientific Policy
<b>IMPLEMENTATION INDICATOR</b> Human resources area approved by the USC Government Board	<b>GOAL</b> Human resources area approved by the USC Government board by Q3 2022

<b>CODE</b> 8 <sup>4</sup>	<b>TITLE</b> Charters for Services on Human Resources Management
-------------------------------	---

<b>DESCRIPTION</b> This action was interrupted as a result of the pandemic. It will be resumed in 2022 but adapting these charters to the new organisational situation set out in Action 45. It consists on the preparation and publication of Charters for Services on Human Resources Management to clarify the roles of the various departments of the USC involved in planning, selection, recruitment and professional development of Human Resources.
--

<b>C&amp;C ALIGNMENT</b> 5, 12, 13, 15, 16, 17, 18, 19, 20, 28, 30, 34, 36, 37, 40
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<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b> 1 2 3 4 5 6 7 8	<b>R SCALE FOCUS</b> R1 R2 R3 R4
--	-------------------------------------

<b>RESPONSIBLE</b> New Human Resources Area (Action 45)	<b>PARTICIPANTS</b>
--	---------------------

<b>IMPLEMENTATION INDICATOR</b> % of services that have finished the Charter definition	<b>GOAL</b> 100% services have finished the charter definition by Q2 2024
--	--

<b>CODE</b> 16 <sup>5</sup>	<b>TITLE</b> Charter for Services on Research Management for researchers
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<b>DESCRIPTION</b> Definition and dissemination of the Charter for Services on Research Management at the USC. This action is linked to action 8.
--

<b>C&amp;C ALIGNMENT</b> 12, 13, 15, 24, 28, 29, 30, 31, 34, 36, 37, 40
--

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b> 3 4 5 6 7 8 9 10	<b>R SCALE FOCUS</b> R1 R2 R3 R4
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<b>RESPONSIBLE</b> New Humans resource Area (Action 45)	<b>PARTICIPANTS</b> Area of Research Management
--	--

<b>IMPLEMENTATION INDICATOR</b> Date of definition of the Charter for Services on Management for Researchers	<b>GOAL</b> Charter for Services on Management for Researchers defined by Q2 2024
---	--

<sup>4</sup> Extended action from previous plan keep the numbering

<sup>5</sup> Extended actions from previous plan keep the numbering

CODE	TITLE
46	University Staff Training Centre

**DESCRIPTION**  
 Organisational reform process for the integration of the services providing staff training in an organisational unit: University Staff Training Centre.  
 This unit will be in charge of delivering the [OTM-R policy](#) training actions included in Action 13.

**C&C ALIGNMENT**  
 38, 39

TIMEFRAME: July 2022 - June 2025 (in quarters)	R SCALE FOCUS
1	R2 R3 R4

RESPONSIBLE	PARTICIPANTS
Management	

IMPLEMENTATION INDICATOR	GOAL
Date of approval of the University Staff Training Centre by the Government Board	University Staff Training Centre creation approved by Q3 2022

CODE	TITLE
47	Delegates for HRS4R at Singular Centres and Research Institutes

**DESCRIPTION**  
 Appointment in each of the singular centres and research institutes of HRS4R delegates. The aim of this action is to establish direct communication channels between the Technical Secretariat of the Plan and the research units of the USC to improve the flow of information to the research community and to seek synergies in the implementation of the Plan.

**C&C ALIGNMENT**  
 All principles

TIMEFRAME: July 2022 - June 2025 (in quarters)	R SCALE FOCUS
2	R1 R2 R3 R4

RESPONSIBLE	PARTICIPANTS
HRS4R Technical Secretariat	Vice-rectorship for Scientific Policy Singular Centres and Research Institutes Directorates

IMPLEMENTATION INDICATOR	GOAL
Date of appointment of HRS4R Delegates	HRS4R delegates appointed by Q4 2022

- **Priority 3: Priority 3: Improving internal processes of recruiting, and to deploy recruiting programmes, according to the OTM-R principles**

CODE	TITLE
48	Working Group OTM-R

**DESCRIPTION**  
 The previous plan foresaw the creation of a working group in charge of reviewing the selection processes. This working group led to the creation of the Permanent Committee for the Selection of Research Staff.

Furthermore, the human resources reform processes undertaken by the USC in recent years have led to the creation of new advisory committees, such as:

- The USC Government Advisory Committee on Research was set up (see action 40 of the previous Plan). This Committee gave advice to draw up the "Agreement on the professional classification and remuneration conditions of research staff and research support staff" (USC Research Career Plan).
- The Advisory Committee for the recruitment of Non -Permanent Teaching and Research Staff.
- The Joint Committee for the "Agreement on the professional classification and remuneration conditions of research staff and research support staff" (USC Research Career Plan).

These committees will form the OTM-R Working Group that will supervise the implementation of the actions related to the [OTM-R policy](#) included in this plan.

C&C ALIGNMENT															
12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27, 29															
TIMEFRAME: July 2022 - June 2025 (in quarters)															
1	2	3	4	5	6	7	8	9	10	11	12	R SCALE FOCUS			
								R1	R2	R3	R4				
RESPONSIBLE						PARTICIPANTS									
HRS4R Technical Secretariat						USC Government Advisory Committee on Research Advisory Committee for the recruitment of Non -Permanent Teaching and Research Staff Joint Committee for the "Agreement on the professional classification and remuneration conditions of research staff and research support staff"									
IMPLEMENTATION INDICATOR						GOAL									
Number of meetings of the OTM-R Working Group						At least 2 -R meetings yearly									

CODE	TITLE														
13 <sup>6</sup>	Training in OTM-R														
DESCRIPTION															
In June 2022 the USC approved its <a href="#">OTM-R policy</a> and published the Guide of the Selection Processes for Research Staff. The new University Staff Training Centre (Action 46) will organise training courses on specific selection processes for those personnel involved in the selection of research staff.															
C&C ALIGNMENT															
12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27, 29															
TIMEFRAME: July 2022 - June 2025 (in quarters)															
1	2	3	4	5	6	7	8	9	10	11	12	R SCALE FOCUS			
										R3	R4				
RESPONSIBLE						PARTICIPANTS									
New University Staff Training Centre (Action 46)															
IMPLEMENTATION INDICATOR						GOAL									
Number of training actions on OTM-R topics by year						At least one training course by year									

CODE	TITLE
67	Review of selection processes for permanent positions of the new career path for

<sup>6</sup> Extended actions from previous plan keep the numbering



	<b>research staff</b>
--	-----------------------

<b>DESCRIPTION</b>
The research career at the USC includes new permanent positions. It is necessary to review the criteria for the selection of these new positions.

<b>C&amp;C ALIGNMENT</b>
14, 16, 17, 18, 19, 20, 21

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>																
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	R2	R3	R4														

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
New Human Resources Area (Action 45)	

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Updating of Research Selection Processes Applicant Guide	Continuous updating of the Research Selection Processes Applicant Guide

<b>CODE</b>	<b>TITLE</b>
<b>49</b>	<b>Improving the protocol for the international dissemination of selection processes</b>

<b>DESCRIPTION</b>
In the framework of the HRS4R action plan 2017-2021, a protocol for the international dissemination of selection processes has been developed (link). Based on the assessment of the OTM-R checklist, an update of this protocol will be carried out taking into account the recommendations of the OTM-R toolkit. The protocol will include guidelines on how to publish in Euraxess.

<b>C&amp;C ALIGNMENT</b>
12, 13

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>																
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		3	4	5	6												
R1	R2	R3	R4														

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Vice-rectorship for Scientific Policy	Research Management Area

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
% of job ads following the protocol rules by 2024	100% of job ads in Euraxess for R1 to R4 follow the protocol rules by 2024

<b>CODE</b>	<b>TITLE</b>
<b>50</b>	<b>Dissemination of guidelines for selection committees</b>

<b>DESCRIPTION</b>
Members of Selection Committees receive an orientation document on how to carry out the selection process (activities of the process, how to assess merits, etc.). Until now it was a document for internal use. A publication will be elaborated for its diffusion through the Selection, Recruitment and Working Conditions section of the USC's HRS4R website.

<b>C&amp;C ALIGNMENT</b>
14

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>																
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		3	4	5	6												
	R2	R3	R4														

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
New Human Resources Area (Action 45)	

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Date of publication of the guidelines at the USC HRS4R website	Q4 2023 publication of the guidelines at the USC HRS4R website

<b>CODE</b>	<b>TITLE</b>
51	Stabilisation of research staff

<b>DESCRIPTION</b>
<p>As a public university, the USC has Teaching and Research staff (PDI), either civil servants or labour employees, whose relationship may be permanent or non-permanent in accordance with the figures and categories set out in its statutes and in current legislation. The selection and hiring processes for these staff are regulated by a state-wide framework regulation. Likewise, the USC can hire research personnel (PEI), on a labour regime, linked to the execution of either national and European competitive research projects and programmes, or USC's own temporary programmes.</p> <p>With the aim of systematising, classifying and regularising the contractual and remuneration of the group of PEI, in 2020 the USC signed an Agreement on the professional classification and remuneration conditions of research personnel and research support staff (DOG no. 237 of 24 November 2020), which has been updated to the latest changes in the Spanish labour legislation, trying to redress the situations of precariousness and inequity to which the progressive reduction of investment in R&amp;D had led, and whose latest version, published in the DOG nº 107 of 6 July 2022, defines what would be a "research career" aimed at the PEI collective.</p> <p>In 2022, 116 positions are expected for the stabilisation of research personnel who until now have had temporary contracts.</p>

<b>C&amp;C ALIGNMENT</b>
25

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
1 2	R2

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Vice-rectorship of Scientific Policy	

Permanent contracts for PEI	116 researchers hired with permanent contracts
-----------------------------	--

<b>CODE</b>	<b>TITLE</b>
52	USC Postdoctoral Recruitment Programmes

<b>DESCRIPTION</b>
<p>Actions of diffusion, selection and recruiting of postdoctoral researchers.</p> <p>The main information channel to carry this action is the Research Career portal that offers information on support measures and services aimed at facilitating the incorporation of excellent research staff into the USC and promoting the development of their scientific careers. It is specifically addressed to researchers who are beneficiaries of any of the grants from the European Research Council (ERC) or the Ramón y Cajal, Marie Curie, and Juan de la Cierva programmes. This Portal provides information on measures for scientific consolidation (support to create a research group, options of the Oportunius programme, etc.), on the scientific ecosystem of the USC (Singular Centres, Research Institutes, groups) as well as on the ethical commitment and social responsibility of the USC.</p>

<b>C&amp;C ALIGNMENT</b>
12, 13, 21, 25

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
3 4 5 6 7 8 9 10 11 12	R2 R3

<b>RESPONSIBLE</b> Vice-rectorship of Scientific Policy	<b>PARTICIPANTS</b> Area of Research Management
<b>IMPLEMENTATION INDICATOR</b> Number of postdoctoral researchers recruited	<b>GOAL</b>

- **Priority 4: Working environment and Responsible Research and Innovation**

<b>CODE</b> 10 <sup>7</sup>	<b>TITLE</b> Welcome Guide for new researchers																
<b>DESCRIPTION</b> The HRS4R USC website includes the section <a href="#">Guide for Research at the USC</a> . Based on this section, the Welcome Guide for new researchers will be developed. It will include basic information for the proper development of their research activity at USC, specific contents about R&D management services and also recommendations about living in Santiago or Lugo, as well as some aspects about life in the cities of Santiago de Compostela and Lugo.																	
<b>C&amp;C ALIGNMENT</b> 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 24, 26, 28, 29, 30, 31, 32, 34, 35, 36, 37, 40																	
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R1	R2	R3	R4														
<b>RESPONSIBLE</b> Vice-rectorship for Scientific Policy	<b>PARTICIPANTS</b> Area of Research Management EDIUS																
<b>IMPLEMENTATION INDICATOR</b> % of new researchers receiving the welcome guide Date of publication of the guide at the USC HRS4R website	<b>GOAL</b> % of new researchers who received the welcome guide: 2023: 25%,2024: 50%, 2025:80% Guide published at the USC HRS4R website by Q3 2023																

<b>CODE</b> 53	<b>TITLE</b> USC Welcome Days																
<b>DESCRIPTION</b> Organisation of biannual events to welcome new researchers joining the USC. Organised by the Vice-Rectorate for Science Policy, the session will consist of an event to present the University, its structures and research services and a networking space for interaction between new recruits.																	
<b>C&amp;C ALIGNMENT</b> 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 24, 26, 28, 29, 30, 31, 32, 34, 35, 36, 37, 40																	
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R1	R2	R3	R4														
<b>RESPONSIBLE</b> Vice-rectorship for Scientific Policy	<b>PARTICIPANTS</b> Area of Research Management																
<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>																

<sup>7</sup> Extended actions from previous plan keep the numbering

Number of events organised

2 welcome days by year

<b>CODE</b>	<b>TITLE</b>
19 <sup>8</sup>	Improving research infrastructures

<b>DESCRIPTION</b>
Performing works to improve safety and health conditions in workplaces, facilities, equipment and processes. Implementation of risk control measures assessed as significant in the risk assessments.

<b>C&amp;C ALIGNMENT</b>
7, 23

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
1 2 3 4 5 6 7 8 9 10 11 12	R1 R2 R3 R4

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Management	Singular centres, research institutes and other research infrastructures

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Publication of tender procurements concerning new investments	100% of planned investment done yearly

<b>CODE</b>	<b>TITLE</b>
54	Distinguished Female Scientists

<b>DESCRIPTION</b>
Increase in the number of female scientists distinguished through honours and insignia

<b>C&amp;C ALIGNMENT</b>
27

<b>TIMEFRAME: July 2022- June 2025 in quarters</b>	<b>R SCALE FOCUS</b>
3 4 5 6 7 8 9 10	R3 R4

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Rector's Delegate for Gender Equality	Office of Gender Equality

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Number Honoris Causa appointed Number of awarded women	

<b>CODE</b>	<b>TITLE</b>
55	Outstanding Female Graduates

<b>DESCRIPTION</b>
Creation of a website which includes the biographies and presentation videos of selected graduates from each centre who stand out in different disciplines. The objective is to serve as a reference for the students of the different educational levels. Presentation of the website with the graduates on 11 February. Dissemination of the activity through the newspaper and social networks of the USC, by means of

<sup>8</sup> Extended action from previous plan keep the numbering

individual pieces of each graduate to be published on February 11.

**C&C ALIGNMENT**

27

<b>TIMEFRAME: July 2022- June 2025 in quarters</b>	<b>R SCALE FOCUS</b>															
<table border="1"> <tr> <td>2</td><td>3</td><td></td><td></td><td>6</td><td>7</td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	2	3			6	7						<table border="1"> <tr> <td>R1</td><td></td><td></td><td></td> </tr> </table>	R1			
2	3			6	7											
R1																

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Rector's Delegate for Gender Equality	Office of Gender Equality Gender Equality Commissions at Faculties

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Number of women selected by year	At least ten women identified by year

<b>CODE</b>	<b>TITLE</b>
56	Singular Science

**DESCRIPTION**  
 This activity is aimed to the organization of an annual dissemination event addressed to families and visitors of all ages to get to know the excellent research carried out in the scientific ecosystem of the USC's Network of Singular Centres: CIQUS, CIMUS, CITIUS and IGFAE.

**C&C ALIGNMENT**

8, 9

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>															
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2				6				10								
R1	R2	R3	R4													

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Vice-rectorship for Scientific Policy	Singular centres: directorates, research staff

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Number of participants	More than 500 participants

<b>CODE</b>	<b>TITLE</b>
39 <sup>9</sup>	The USC Research Ethics Committee

**DESCRIPTION**  
 During the previous plan the Ethics Committee was reorganized to become the USC Research Ethics Committee on Animal and Human Experimentation which will be in charge of giving support to the scientific research involving both animal experimentation and human research. It will also elaborate a practical guide for researchers with the different ethics requirements needed to perform research in the USC  
 2022  
 The Committee has been reorganized as said in 2019. new regulations are being developed and will be approved during the next period.

**C&C ALIGNMENT**

2

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>																
<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10			<table border="1"> <tr> <td>R1</td><td>R2</td><td>R3</td><td>R4</td> </tr> </table>	R1	R2	R3	R4
1	2	3	4	5	6	7	8	9	10								
R1	R2	R3	R4														

<sup>9</sup> Extended actions from previous plan keep the numbering

<b>RESPONSIBLE</b> Vice-rectorship for Scientific Policy	<b>PARTICIPANTS</b> Research Ethics Committee
<b>IMPLEMENTATION INDICATOR</b> Publication of regulations and procedures	<b>GOAL</b> Publication of regulations and procedures by Q4 2024

• **Priority 5: Enhancing training and professional development**

<b>CODE</b> 33	<b>TITLE</b> Map of professional skills
<b>DESCRIPTION</b> Profiling professional skills of researchers for each of the categories of the R scale of the USC. The map will be used as a tool for identifying training needs and needs in the training offer addressed to each category. As said in action 2, the Agreement on the job classification and pay conditions of research staff and research support staff (DOG No. 237, 24 November 2020) – which has been adapted to the latest changes in Spanish labour legislation DOG No. 107, 6 June 2022, defines a research career for the research staff, that will be completed with the transversal skills in order to define training plans. The map will be continuously updated as new skills of interest to research staff are identified.	
<b>C&amp;C ALIGNMENT</b> 28, 30, 31, 38, 39	
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b> 1 2 3 4 5 6 7 8 9 10 11 12	<b>R SCALE FOCUS</b> R2 R3 R4
<b>RESPONSIBLE</b> Area of Research Management	<b>PARTICIPANTS</b>
<b>IMPLEMENTATION INDICATOR</b> Map used as a tool for defining training programs	<b>GOAL</b> Map defined by Q4 2024

<b>CODE</b> 57	<b>TITLE</b> Training in research management for researchers
<b>DESCRIPTION</b> This action includes two types of activities: - USC's own training in research management processes for researchers. These courses will be organised by the University Staff Training Centre (Action 46). - Participation of research staff from the singular research centres in the research management training activities organised by the CIGUS Network. The CIGUS Network is formed by the research centres of the Galician University System that receive basal funding under the Accreditation Programme for Research Centres of the Xunta de Galicia. The Network organises activities to boost the dynamization of the funded centres, including training in strategic management and centre management.	
<b>C&amp;C ALIGNMENT</b> 28, 37, 38, 39	
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b> 1 2 3 4 5 6 7 8 9 10 11 12	<b>R SCALE FOCUS</b> R2 R3 R4
<b>RESPONSIBLE</b> Vice-rectorship for Scientific Policy	<b>PARTICIPANTS</b> Area of Research Management

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Nb of training actions organised Number of researchers participating at RED CIGUS training actions	2 training actions by year At least 10 researchers by year participate at Red CIGUS training actions

<b>CODE</b>	<b>TITLE</b>
20 <sup>10</sup>	<b>Training in occupational risk prevention</b>

<b>DESCRIPTION</b>
Mandatory training in prevention of occupational risks for new researchers in the Singular Centres of Research. (Continuing action with annual milestones)

<b>C&amp;C ALIGNMENT</b>
5, 7, 23

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
1 2 3 4 5 6 7 8 9 10 11 12	R1 R2 R3 R4

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Singular Research Centres	

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Nb of training actions by year	5 training courses in occupational risk by year

<b>CODE</b>	<b>TITLE</b>
58	<b>Internationalization of PhD Studies</b>

<b>DESCRIPTION</b>
To increase the signature of co-supervision agreements with foreign entities to promote doctoral theses with an international mention.

<b>C&amp;C ALIGNMENT</b>
28, 30, 39, 40

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
1 2 3 4 5 6 7 8 9 10 11 12	R1

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
International PhD School of the University of Santiago de Compostela (EDIUS)	

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
% of doctoral thesis with international mention Mobility of R1 (PhD students) Participation of foreign researchers as supervisors	

<b>CODE</b>	<b>TITLE</b>
59	<b>Improving the offer of training activities for R1 (PhD students) courses</b>

<b>DESCRIPTION</b>
Continuous improvement of the offer of training activities for R1 (PhD students).

<sup>10</sup> Extended actions from previous plan keep the numbering

C&C ALIGNMENT	
39	
TIMEFRAME: July 2022 - June 2025 (in quarters)	R SCALE FOCUS
1 2 3 4 5 6 7 8 9 10 11 12	R1
RESPONSIBLE	PARTICIPANTS
International PhD School of the University of Santiago de Compostela (EDIUS)	
IMPLEMENTATION INDICATOR	GOAL
Number of new training activities	

CODE	TITLE
60	E-learning system for transversal training

DESCRIPTION
As part of the HRS4R Action Plan 2017-2021 a <a href="#">catalogue of courses in transversal skills was developed</a> . The catalogue is constantly updated to include new courses that are added to this offer. The goal now is to develop an e-learning system for PhD transversal training that will be ready by 2025. The use of this tool will increase the number of courses in the catalogue, as well as the number of places offered.

C&C ALIGNMENT	
28, 30, 38, 39	
TIMEFRAME: July 2022 - June 2025 (in quarters)	R SCALE FOCUS
5 6 7 8 9 10 11 12	R1
RESPONSIBLE	PARTICIPANTS
International PhD School of the University of Santiago de Compostela (EDIUS)	
IMPLEMENTATION INDICATOR	GOAL
% of transversal courses online by 2025	50% of the transversal courses are on-line by 2025

CODE	TITLE
61	Supervision skills training programme for R3 and R4

DESCRIPTION
Development of a training programme for researchers and professors on supervision skills, such as: mentoring, team leading, team management, PhD thesis supervision,

C&C ALIGNMENT	
38, 39, 40	
TIMEFRAME: July 2022 - June 2025 (in quarters)	R SCALE FOCUS
2 3 4 5 6 7 8 9 10 11 12	R3 R4
RESPONSIBLE	PARTICIPANTS
International PhD School of the University of Santiago de Compostela (EDIUS)	
IMPLEMENTATION INDICATOR	GOAL
Number of researchers participating at the programme yearly	



<b>CODE</b>	<b>TITLE</b>
26 <sup>11</sup>	Improving processes related to the Satisfaction Survey on Doctoral Education

**DESCRIPTION**  
 As part of the past HRS4R Action Plan a Satisfaction Survey on Doctoral Education was set up. However, there is a need to increase the participation of R1 researchers in the satisfaction survey on doctoral training. This action includes the review and modification of the survey dissemination procedures to facilitate greater participation.

**C&C ALIGNMENT**  
 23, 24, 27, 28, 30, 32, 34, 35, 36, 37, 40

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
3 4 5 6 7 8 9 10 11 12	R1

**RESPONSIBLE**  
 International PhD School of the University of Santiago de Compostela (EDIUS)

**PARTICIPANTS**

**IMPLEMENTATION INDICATOR**  
 % Participation on the survey

**GOAL**  
 At least 30% of the population answers the survey

<b>CODE</b>	<b>TITLE</b>
32 <sup>12</sup>	Career development advice for R2

**DESCRIPTION**  
 This action has already been included in the HRS4R plan 2017-2022. Its development was postponed until funding was secured through a COFUND project. A new proposal has been submitted in 2021, its success will enable the implementation of supervision actions and career development services aimed at R2 postdoctoral researchers in the singular centres.

**C&C ALIGNMENT**  
 30, 39

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
3 4 5 6 7 8 9 10 11 12	R2

**RESPONSIBLE**  
 Vice-rectorship for Scientific Policy

**PARTICIPANTS**  
 Research Management Area  
 Singular Centres

**IMPLEMENTATION INDICATOR**  
 Number of R2 receiving career development advice

**GOAL**  
 100% of R2 hired under COFUND scheme receive career development advice

<sup>11</sup> Extended actions from previous plan keep the numbering

<sup>12</sup> Extended actions from previous plan keep the numbering

- **Priority 6: Increasing dissemination of information about HRS4R**

<b>CODE</b>	<b>TITLE</b>										
62	HRS4R Communication Plan										
<b>DESCRIPTION</b>											
Elaboration and implementation of a communication milestone plan on the progress of the HRS4R strategy in the USC targeting internal and external audiences.											
<b>C&amp;C ALIGNMENT</b>											
All principles											
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>											
1	2	3	4	5	6	7	8	9	10	11	12
<b>RESPONSIBLE</b>		<b>R SCALE FOCUS</b>									
Communication Office		R1	R2	R3	R4						
<b>IMPLEMENTATION INDICATOR</b>		<b>PARTICIPANTS</b>									
Validation of the implementation of the plan		Management Vice-rectorship for Scientific Policy									
		<b>GOAL</b>									
		Quarterly validation of the implementation of the plan									

<b>CODE</b>	<b>TITLE</b>										
63	USC HRS4R Website Updating										
<b>DESCRIPTION</b>											
Maintenance and updating of the <a href="#">HRS4R section on the USC portal</a> .											
<b>C&amp;C ALIGNMENT</b>											
All principles											
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>											
1	2	3	4	5	6	7	8	9	10	11	12
<b>RESPONSIBLE</b>		<b>R SCALE FOCUS</b>									
Communication Office		R1	R2	R3	R4						
<b>IMPLEMENTATION INDICATOR</b>		<b>PARTICIPANTS</b>									
Increase in the number of visits to the website		Management Vice-rectorship for Scientific Policy									
		<b>GOAL</b>									
		Increase in the number of visits to the website: 20%									

<b>CODE</b>	<b>TITLE</b>										
64	Research Management Website Updating										
<b>DESCRIPTION</b>											
Updating of the Research Management website											
<b>C&amp;C ALIGNMENT</b>											
2, 5, 6, 7, 8, 26, 31, 37,											
<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>											
1	2	3	4	5	6	7	8	9	10	11	12
<b>RESPONSIBLE</b>		<b>R SCALE FOCUS</b>									
Vice-rectorship for Scientific Policy		R1	R2	R3	R4						
		<b>PARTICIPANTS</b>									
		Research Management Area									

	Communication Office
<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
Increase in the number of visits to the website	Increase in the number of visits to the website: 20%

<b>CODE</b>	<b>TITLE</b>
65	English translation of labour conditions information

<b>DESCRIPTION</b>
As noted in the gap analysis, efforts have been made during the previous plan to structure information and develop the USC HRS4R website in English, Spanish and Galician. However, one of the priority areas for improvement is to make the information on labour conditions accessible to all researchers and to translate it into English. This action aims at translating into English or generation of summaries of information related to labour conditions, that is currently published in Galician or Spanish.

<b>C&amp;C ALIGNMENT</b>
15

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
1 2 3 4 5 6 7 8 9 10 11 12	R1 R2 R3 R4

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Human resources area of USC	

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
% of documents on labour conditions in English or with an abstract in English	100% of documents on labour conditions in English or with an abstract in English

- **Priority 7: Strengthening internal monitoring**

<b>CODE</b>	<b>TITLE</b>
66	Indicators system and researchers survey

<b>DESCRIPTION</b>
Generation of a system of indicators to monitor the implementation of the HRS4R plan and in particular the OTM-R checklist. It includes a biannual survey to monitor the impact of the HRS4R among the research community

<b>C&amp;C ALIGNMENT</b>
15

<b>TIMEFRAME: July 2022 - June 2025 (in quarters)</b>	<b>R SCALE FOCUS</b>
1 2 3 4 5 6 7 8 9 10 11 12	R1 R2 R3 R4

<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
Human resources area of USC	HRS4R Technical Secretariat

<b>IMPLEMENTATION INDICATOR</b>	<b>GOAL</b>
System of indicators in use	System of indicators ready by Q4 2022 Researchers survey done by Q4 2024

## 6 ANNEX: CLASSIFICATION OF RESEARCH STAFF

### R4

Permanent professors leading research areas who meet, at least, one of the three following requirements:

- To have all possible six-year research periods (“sexenio”) positively assessed (at least three).
- To be a “Referencia Competitiva” group leader.
- To be the head of an USC’s research institute or centre.

### R3

Permanent professors who do not meet the R4 requirements but carry out research and have teaching responsibilities and supervise PhD students.

### R2B

Postdoctoral temporary researchers usually funded through programs such as “Ramón y Cajal”, “Marie Curie Reintegration” and “Human Frontier Science Program”. Researchers with a “Profesor Axudante Doutor” contract are also included.

### R2A

Postdoctoral temporary researchers who have recently obtained a doctoral degree or have been hired within the framework of a research project. Examples: “Axudantes-USC”, “Postdoctoral Xunta de Galicia (Categories A and B)”, “Juan de la Cierva”, “Marie-Sklodowska Curie Fellowships” (Individual and Career Restart). Postdoctoral researchers hired in projects as “Investigador Asociado” are also included.

### R1

PhDStudents



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