



HRS4R

THE USC HUMAN RESOURCES STRATEGY FOR RESEARCHERS

Action Plan

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MORE INFORMATION: http://www.usc.es/gl/info_xeral/hrs4r/index.html

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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.

Assuming as own the objectives set by the European Commission in the development of the HRS4R, **the USC aims to improve its HR policy towards researchers** and thus fulfil the commitments made with the research community and society in general. These commitments were already reflected in the multiannual program of the institution and have already resulted in the signing of the commitment of the university to apply the principles of the "Charter & Code".

This document presents the strategy proposed by the USC to achieve these objectives.



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. As a fruit of this bequeathal, 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, which all the comparative studies of the level of quality in universities always place among the **leading positions in the whole of the Spanish University System**.¹

2nd Spanish University concerning the capacity to attract new students and the 15th Spanish University in global teaching quality

Among the first 25 European universities with the capacity for foreign student enrolment

2nd as regards to the capacity for research, 2nd in R&D per researcher revenues, 5th in income for R&D contracts, 4th in PCT patent applications in the OEPM, and 1st as regards to Revenues from royalties

A Spanish National Reference in Entrepreneurship and a Promoter of UNIRISCO (www.unirisco.org), the first Society of Venture Capital promoted by a Spanish University.

The USC is a multidisciplinary university that hosts 25,000 undergraduate students and more than 2,000 PhD students.

In the USC, studies are organised into **two campuses**: one located in Santiago de Compostela and the other in Lugo.

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 5,200 professional and research personnel (about 50,1% female) involved in study and research and over 25,000 students.

¹ http://www.usc.es/en/info_xeral/responsable/cifras/index.html



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.

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 outreach average values for the last 5 years of 1900 articles published in JCR reviews/year; 300 disserted PhD Theses/year and 30 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
Total researchers (staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research)	5,218
Of whom are international (foreign nationality)	653
Of whom are externally funded	933
Of whom are women	2,657
Of whom are stage R3 or R4*	1,542
Of whom are stage R2*	222
Of whom are stage R1*	2,440
Total number of students	25,028
Total number of staff (including management, administrative, teaching and research staff)	4,104
RESEARCH FUNDING (2)	€
Total annual organisational budget	98,875,702
Annual organisational direct government funding (designated for research)	43,888,566
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	37,253,225
Annual funding from private , non-government sources, designated for research	8,062,795
Annual funding from public sources designated for research	2,660,727
Annual own funding for research	6,710,389

(1) Student data (R1) updated as of 10/31/2016. Data of staff (teachers, researchers, Administration and Services) updated as of 07/01/2016

(2) Fiscal Year: 2015

* Definitions in Attachments

2 NARRATIVE

2.1 Survey: Conclusions

In general, a high level of discontent has not been observed, with the average being slightly above the midpoint (a 3.3; 3 meaning "I neither agree nor disagree" and 4 meaning "I agree") with a level of positive responses ("I agree or fully agree") more than 20 points above the negative ones ("I disagree or strongly disagree").

The aspects in which **higher levels of agreement** are shown are, from highest to lowest:

- The **need to periodically evaluate** the research performance.
- The **aspects that should include the selection of research staff**.
- The **conditions in which the activity is carried out** in terms of health (also considering that the USC complies with the regulations in matters of prevention of work hazards, and that it trains and reports conveniently about it), confidentiality and protection against information losses.
- The existence in the USC of **mechanisms that ensure the ethical principles** of research.

On the other hand, those issues in which the **highest levels of disagreement** are observed are, from highest to lowest:

- The support of the USC for the **dissemination of research results** to society in general and, most of all, to the non-specialized public.
- The support and guidance of the USC for the **professional and work development** of the research staff and for the **improvement of their skills and competences**.
- The **continuous training** provided by the USC to research staff.
- The information provided by the USC regarding **regulations related to the training and working conditions** of the research staff.
- The means that the USC provides for the **dissemination and exploitation of research results**.

If a **more detailed analysis** is carried out, it is observed that...

The research staff of the USC considers...

ON THE CHARACTERISTICS OF THE SELECTION PROCESSES

... recruitment procedures are not internationally comparable.

ON THE DISSEMINATION OF THE SELECTION PROCESSES

... recruitment procedures are not properly disseminated in the international media. The research staff also expresses the need to improve the specifications of working conditions and the explanation of the development of the selection processes.

ON THE COMPOSITION OF THE SELECTION COMMITTEES

... selection committees don't have members from different disciplines nor international experts.

ON THE ASSESSMENT OF MERITS OF THE RESEARCH STAFF

... the selection criteria should assess the quality of publications and the ability to work in teams, in the first instance. The criteria should also include: the dissemination of science, international experience and knowledge transfer.

ON HEALTH STANDARDS AND SAFETY AT WORK

... the USC complies with health standards and safety at work regulations, and informs and trains properly on both issues.

ON WORKING CONDITIONS

... the lack of support and guidance for professional and work development is the one issue on the working conditions of the staff where there is more room for improvement, followed by the procedures for the resolution of complaints and claims, the recognition of teaching activity for the research staff (in particular for R2, R3 and R4), and the participation in decision-making bodies for researchers R2 and R4.

ON THE RELATIONSHIP BETWEEN STAFF AND TUTORS

... all aspects of the relationship between staff and tutors (organized, profitable, regular, with registration of the progress) are evaluated positively, except for the group of R2, who don't agree on any of the items.

ON CONTINUOUS TRAINING

... in a generalized manner, it is not perceived that the USC encourages continuous training among its research staff.

ON ETHICAL AND PROFESSIONALS ASPECTS

... the ethical and professional aspects where more room for improvement has been detected are: information about mechanisms for financing R&D and about the regulations related to each activity; avoiding loss of information; and the way in which the USC facilitates the dissemination and exploitation of research results. R3 and R4 researchers do not approve the current level of dissemination of the results of their research to the non-specialist public. We should emphasize the high level in agreement on the need to periodically review and evaluate the performance of researchers.

ON THE POSSIBLE ACTIONS TO IMPROVE THE DEVELOPMENT OF THE RESEARCH CAREER

... all possible actions to improve the development of the research career would be interesting, valued in this order: (1) creation of an advisory service for the scientific and professional career, (2) establishment of a training program on transversal competences, (3) development of a Code of Good Practices in Research, (4) development of an information system on curricular merits, (5) and of a system of supervision of the postdoctoral research staff.

2.2 Gap Analysis: Conclusions

2.2.1 Strengths

- With regard to the C&C, the general conclusion is that there is (and it is applied) a comprehensive **regulatory** base, in addition to **specific plans or mechanisms** related to most of the principles (Observatory of Ethics, Equality Plan, Regulation of Research Activities...), as well as **administrative procedures**.
- The **organizational model for the deployment of the action plan is solid** (people, structures, coordination and operation), particularly in key areas such as Quality, Research Management, PhD Training, Communication, etc...
- The survey concludes **that researches give approval to the compliance of the principles by the USC**, but there is ample room for improvement in this field, considered of high interest for the university community.
- The **ideal framework** is in place for strengthening policies and practices in Human Resources research and for deploying the action plan.

2.2.2 Gap Analysis

The detected Gaps were grouped into a number of Areas for Improvement that were the basis for the subsequent design of the Action Plan, through the Prioritization Process described above. These **Areas for Improvement** are:

1. Definition and formalization of the research career at USC
2. Improving the organization and the processes related to the management of Human Resources research
3. Internationalization of the recruitment and career development processes
4. Generalization and facilitation of the development of good practices in research
5. Adapting processes to the OTM-R
6. Preparing researchers integrally for their professional development
7. Improving monitoring processes
8. Managing information associated with the Charter and Code

2.2.2.1 Definition and formalization of the research career at USC

- The USC does not have a career research plan that establishes the different existing models, a plan that sets the minimum criteria to access each of them, a plan that associates the contractual modalities with funding mechanisms.
- The role of non-permanent postdoctoral researcher by project is not developed (asymmetry between contractual modality and functional profile).
- The limitations on the recruitment procedures limit the opportunities for career development.
- The current R scale does not reflect the postdoctoral casuistry regarding their functional profile and the degree of evolution throughout their research career.

2.2.2.2 Improving the organization and the processes related to the management of Human Resources research

- As a result of the lack of a research career plan, the management of Human Resources is not 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.
- Counselling and employment advisory services are oriented towards students.
- The USC does not have an area of postdoctoral affairs.
- It is necessary to improve the information on the selection processes. Researchers think that, in selection procedures, specifications over working conditions and explanations about the development of the process could be improved.
- Researchers feel that the selection committees are not multidisciplinary, do not include international experts, and the experience of their members is not sufficiently valued.
- The creation of an advisory service for the development of the research career is the priority action for researchers.

2.2.2.3 Internationalization of the recruitment and career development processes

- In the process of recruiting investigators for research projects, no systematic and structured processes exist to manage the international dissemination of the selection process.
- Selection processes are difficult to access for foreign researchers: physical delivery of documents, documentary requirements of access (translation of documents), homologation of titles...
- At the language level: translation of the information in English and strengthening the language skills of the management staff.
- There are no procedures for receiving foreign researchers.
- Researchers feel that the selection processes are not internationally comparable.

2.2.2.4 Generalization and facilitation of the development of good practices in research

- Although there is a regulatory framework, organizational systems and procedures to meet the principles of the C&C, the information is not structured, nor its dissemination makes it easily accessible to researchers.
- Researchers, particularly R3 and R4, feel that the USC does not handle properly the dissemination of the results of their research to the non-specialist public, nor their exploitation.
- Researchers are reasonably satisfied with health and confidentiality conditions, but not so much in relation to issues relating to information security.

2.2.2.5 Adapting processes to the OTM-R

- Reviewing the checklist on open, transparent and merit-based selection processes highlights the need to address this issue specifically in the context of the plan, especially to strengthen the comparability of processes and to attract international talent.

2.2.2.6 Preparing researchers integrally for their professional development

- 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.
- Transversal competencies are not identified in association to each stage of the research.
- In the case of R1, training in transversal capacities is offered throughout the doctoral training but it is not certified.
- Continuous training actions are not oriented towards improving the employability of researchers outside the scientific or academic arena.
- Researchers do not feel that the USC fosters the continuous training of its researchers and stress the relevance of establishing a training plan on transversal capacities.

2.2.2.7 Improving monitoring processes

- Although the regulatory, organizational and procedural scheme regarding the monitoring of PhD students is settled, so far doctoral programs have operated autonomously. The new organizational model is an opportunity to improve monitoring processes and to spread good practices in issues of direction of theses.
- Progress logging procedures do not reflect the evaluation of the student on the development of the monitoring process.
- Doctoral candidates are not consulted about their satisfaction with the monitoring process; however, the survey shows that in general, students are satisfied with its development (except doctoral candidates related to Engineering and Architecture).

2.2.2.8 Managing information associated with the “Charter and Code”

- One aspect common to almost all of the principles is how difficult it is to find information on each of them (scattered, outdated and sometimes exclusively in Galician).

3 ACTION PLAN

In line with the strategic direction defined for the period 2011-2020, the USC has developed an academic, scientific and competitive entrepreneurial environment, an environment that is progressing significantly in its international positioning. However, the USC still shows a certain weakness in its ability to attract and consolidate international talent as a strategic value in the process of internationalization, and in the visibility of its more specialized research capabilities.

The HRS4R process has made it possible to detect and prioritize those areas where, in terms of management and development of research talent, it is more relevant to take action, so that **the USC can advance in the process of consolidating a research environment that will position it at the level of its European references.**

To accomplish this general strategic goal, the HR USC Action Plan will focus on the following aims:

- **To promote the recruitment, retention and development of talent** to develop quality teaching and research, which helps the USC to reach a position of international leadership in the areas of specialization.
- To establish an **adequate and stimulating work environment** for the USC research staff to facilitate their permanence in the University while facilitating their access to other institutions or companies at national and international level.
- **To improve internal processes of development and management of research staff.**

To meet these goals and in line with the main conclusions of both the GAP analysis and consultation to researchers activities (survey and focus groups), the plan has been conceived as follows:

- **Structure around 5 priorities:** actions are grouped in 5 priorities (big topics) that will frame the USC Human Resources Action plan during the next five years.

Priority 1: Definition and formalization of the Research Career.

The flagship action in this area is the development of the USC Research Career Plan, which is scheduled to be approved by the end of 2018.

Priority 2: Improving processes and procedures of selection and recruitment.

This area comprises the measures and actions that will allow the USC to progress towards the adoption of the OTM-R system. More urgently will be implemented those that will allow the USC to improve compliance with the principles of the C&C, while initiating the in-depth review of the recruitment processes to comply with the OTM-R.

Priority 3: Good practices in research

The actions planned in this area aim to contribute to the development of a research environment of excellence in terms of working conditions, and to ensure that research is conducted in the highest quality standards.

Priority 4: Training and career development

The set of measures and actions in training and career development aim at increasing and improving conditions and opportunities for researchers to become highly skilled professionals in academia or in the industry sector.

Priority 5: Information Management

Last but no least, this area focuses on improving the dissemination and access of information related to human resources in research management processes, mainly through the USC website.

- **Internationalization and Awareness of researchers as transversal issues:** in the definition of actions, two principles have been considered: coverage of specific weaknesses and, where possible, to increase the international dimension of recruitment and selection processes and / or to foster the awareness of researchers.

The following table indicates actions (number) that address internationalization and awareness of researchers by priority.

	P1: Research Career	P2: Processes & Proced	P3: Good Practices	P4: Training & Career Dev.	P5: Inform Manag
Internationalization of recruitment and selection processes	2	5,6,7,9,10,11,12,13,14	21,22	23,24,25,35	36,37,38
Increase awareness of researchers	3,4	7,8,9,10,12,13	15,16,17,18,20,26,28,33,34	15,16,17,18,20,26,28,33,34	36

3.1 Resume

3.1.1 Definition and Formalization of Research Career

ACTIONS	DEADLINE						AREAS INVOLVED	
	16	17	18	19	20	21	Responsible	Participants
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.		Q1					<ul style="list-style-type: none"> • General Secretariat 	<ul style="list-style-type: none"> • General Secretariat
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.			Q4				<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> • General Secretariat. • Management. • Vice-rectorship for Degrees and Teaching and Research Staff
3. Research Career Chart at the USC (2016) 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.	Q4						<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> • Web Office
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 Centers of the objectives and action lines of the research career aligned with the HR Plan.		Q1					<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> • Directorate of Research Institutes

3.1.2 Improving Processes and Procedures of Selection and Recruiting

3.1.2.1 Improving processes and procedures

ACTIONS	DEADLINE						AREAS INVOLVED	
TITLE and DESCRIPTION	16	17	18	19	20	21	Responsible	Participants
5. Simplification of administrative procedures for selection Review aimed at simplifying procedures for participation in selection processes. For example: acceptance of documents in English.		Q1					<ul style="list-style-type: none"> General Secretariat 	<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation
6. eGovernment Implementation of e-government for submitting applications for selection processes.		Q4					<ul style="list-style-type: none"> General Secretariat 	<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation Vice-rectorship for Communication and Coordination. Area of Information and Communication Technologies (ATIC)
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.		Q3					<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination: ATIC and Web Office 	<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation

ACTIONS	DEADLINE						AREAS INVOLVED	
TITLE and DESCRIPTION	16	17	18	19	20	21	Responsible	Participants
<p>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. (Progressive Action 2018-2021 with two milestones)</p>			Q1			X	• Management	<ul style="list-style-type: none"> • Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures. • Vice-rectorship for Academic Organization and Teaching and Research Staff. Teaching and Research Staff Planning Service; Service of Staff Management and Administration and Services Staff Planning and Programming Service. • Vice-Rector for Students, Culture and Social Responsibility. Area of Work Orientation. • Vice-rectorship for Research and Innovation. Area of Management and Valorization of R&D
<p>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.</p>		Q2					• Vice-rectorship for Internationalization	• Vice-rectorship for Research and Innovation.
<p>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.</p>		Q3					• Vice-rectorship for Research and Innovation	• Area of Quality and Improvement of Procedures.

3.1.2.2 Adoption of the OTM-R system

ACTIONS	DEADLINE						AREAS INVOLVED	
TITLE and DESCRIPTION	16	17	18	19	20	21	Responsible	Participants
<p>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.</p>		Q1					<ul style="list-style-type: none"> • General Secretariat 	<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation. • ViceManagement for Staff. • Vice-rectorship for Degrees and Teaching and Research Staff • Selection of researchers. • CIEDUS.
<p>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)</p>			Q3				<ul style="list-style-type: none"> • General Secretariat 	<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation. • ViceManagement for Staff • Vice-rectorship for Degrees and Teaching and Research Staff • Selection of researchers. • CIEDUS
<p>13. Training under the OTM-R system Training actions for researchers on implementation of the OTM-R system.</p>			Q4				<ul style="list-style-type: none"> • General Secretariat 	<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation. • ViceManagement for Staff. • Vice-rectorship for Degrees and Teaching and Research Staff • Selection of researchers. • CIEDUS
<p>14. Improvement of procedures for hiring of non permanent Teaching and Research Staff. Modification of personnel recruitment procedures for adaptation to the OTM-r system</p>		Q2				X	<ul style="list-style-type: none"> • Vice-rectorship for Academic Organization and Teaching and Research Staff 	<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation • Management

3.1.3 Good Practices in Research

ACTIONS	DEADLINE						AREAS INVOLVED	
	16	17	18	19	20	21	Responsible	Participants
<p>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 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.</p>		Q4					<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination. Research Institutes and Centres managers and scientific directors
<p>16. Charter for Services on Research Management for researchers Definition and dissemination of the Charter for Services on Research Management at the USC.</p>			Q2				<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures. Research Institutes and Centres managers and scientific directors
<p>17. Training in research management procedures Training activities for R1 and R2 on research management procedures.</p>				X			<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> CIEDUS. Research Institutes and Centres managers and scientific directors
<p>18. Unit of science dissemination Creating a unit of science dissemination to coordinate all outreach activities of the USC.</p>		Q4					<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination 	<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation. Vice-rectorship for Students, Culture and SR. Management
<p>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.</p>		Q4					<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> Research centres and other research infrastructures

ACTIONS	DEADLINE						AREAS INVOLVED	
	16	17	18	19	20	21	Responsible	Participants
20. Training in occupational risk prevention Mandatory training in prevention of occupational risks for new researchers in the Singular Centres of Research. (Continuing action with annual milestones)	Q4	Q4	Q4	X	X	X	• Management	<ul style="list-style-type: none"> • Risk Prevention Service • CIEDUS
21. Information System on scientific production 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.		Q4					• Vice-rectorship for Communication and Coordination.	<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation. • ATIC.
22. III PEIOHM Begin development of III PEIOHM 2019 - 2023			Q4				• Vice-rectorship for Students, Culture and SR.	• Office for Gender Equality

3.1.4 Training and Professional Development

3.1.4.1 Processes and procedures

ACTIONS	DEADLINE						AREAS INVOLVED		
	TITLE and DESCRIPTION	16	17	18	19	20	21	Responsible	Participants
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 and ending by 2020)		Q2	X	X	X			<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures 	<ul style="list-style-type: none"> CIEDUS
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			Q1			X		<ul style="list-style-type: none"> CIEDUS 	<ul style="list-style-type: none"> Doctoral Schools
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 unfavorable).		Q4						<ul style="list-style-type: none"> General Secretariat 	<ul style="list-style-type: none"> CIEDUS Doctoral Schools
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...)		Q4						<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures 	<ul style="list-style-type: none"> CIEDUS Doctoral Schools Technical Secretariat HRS4R2
27. Anti-plagiarism software Acquisition and implementation of a control tool against plagiarism in doctoral theses.		Q1						<ul style="list-style-type: none"> CIEDUS 	<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination. ATIC

² See Implementation Section

3.1.4.2 Improving the supervision

ACTIONS	DEADLINE						AREAS INVOLVED	
	16	17	18	19	20	21	Responsible	Participants
28. Ph D Supervision Good Practice Guide Preparation of a guide of good practices of supervision and direction of thesis.		Q4					<ul style="list-style-type: none"> • CIEDUS 	<ul style="list-style-type: none"> • Doctoral Schools
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...)		Q2					<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> • Research Centers and Institutes Managers and Scientific Directorates • CIEDUS
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.			Q1				<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> • Research Centers and Institutes Managers and Scientific Directorates • CIEDUS
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.				X			<ul style="list-style-type: none"> • General Secretariat 	<ul style="list-style-type: none"> • Vice-rectorship for Research and Innovation. • Vice-rectorship for Degrees and Teaching and Research Staff

3.1.4.3 Training in professional skills and professional development

ACTIONS	DEADLINE						AREAS INVOLVED		
	TITLE and DESCRIPTION	16	17	18	19	20	21	Responsible	Participants
<p>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.</p>				X				<ul style="list-style-type: none"> Vice-rectorship for Students, Culture and SR . Area of Work Orientation 	<ul style="list-style-type: none"> Management. Vice-rectorship for Research and Innovation
<p>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 needs in the training offer addressed to each category.</p>				X				<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> Vice-rectorship for Degrees and Teaching and Research Staff Vice-rectorship for Students, Culture and SR CIEDUS
<p>34. Catalog of courses in transversal skills Development of an online repository of training offered by the the USC in transversal skills.</p>				X				<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation 	<ul style="list-style-type: none"> Vice-rectorship for Degrees and Teaching and Research Staff Vice-rectorship for Students, Culture and SR CIEDUS Vice-rectorship for Communication and Coordination.ATIC
<p>35. Certification of training in professional and transversal skills received during the doctoral period Certification on 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.</p>					X			<ul style="list-style-type: none"> CIEDUS 	

3.1.5 Improving information management

ACTIONS	DEADLINE						AREAS INVOLVED		
	TITLE and DESCRIPTION	16	17	18	19	20	21	Responsible	Participants
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.		Q4						<ul style="list-style-type: none"> Vice-rectorship for Communication and Coordination.ATIC 	<ul style="list-style-type: none"> Vice-rectorship for Research and Innovation Web Office
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.				X				<ul style="list-style-type: none"> ViceManagement for Staff 	<ul style="list-style-type: none"> Vice-rectorship for Internationalization. Modern Language Centre
38. Procedures for admission and enrollment R1 in English English translation of computer procedures for admission and registration of R1.		Q3						<ul style="list-style-type: none"> General Secretariat 	<ul style="list-style-type: none"> CIEDUS Vice-rectorship for Communication and Coordination.ATIC

3.2 Actions

3.2.1 Definition and Formalization of Research Career

CODE 1	TITLE Preliminary study for defining a Research Career Plan at the USC					
DESCRIPTION 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.						
C&C ALIGNMENT 12, 13, 21, 22, 23, 25, 28, 30, 33, 38, 39		TARGETTED WEAKNESS Scientific career is not regulated at the USC			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
General Secretariat						
PARTICIPANTS General Secretariat						
IMPLEMENTATION INDICATOR Report presentation to the governing bodies				GOAL The report is finished before mid december 2016		

CODE 2	TITLE Research Career Plan at the USC					
DESCRIPTION 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.						
C&C ALIGNMENT 12, 13, 21, 22, 23, 25, 28, 30, 33, 38, 39		TARGETTED WEAKNESS Scientific career is not regulated at the USC			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q4		
Vice-rectorship for Research and Innovation						
PARTICIPANTS General Secretariat. Management. Vice-rectorship for Degrees and Teaching and Research Staff						
IMPLEMENTATION INDICATOR Research Career Plan Approved by Governing Council				GOAL Modification of internal rules according to the new Research Career Plan content		

CODE 3	TITLE Research Career Chart at the USC					
DESCRIPTION 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.						
C&C ALIGNMENT 12, 13, 21, 22, 23, 25, 28, 30, 38, 39		TARGETTED WEAKNESS Scientific career is not regulated at the USC			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16 Q4	17 Q1 Q2 Q3 Q4	18 Q1 Q2 Q3 Q4	19	20	21
				Vice-rectorship for Research and Innovation		
PARTICIPANTS Web Office						
IMPLEMENTATION INDICATOR Website publication of the chart			GOAL			

CODE 4	TITLE Alignment of the strategic planning of research institutes with the HR Action Plan					
DESCRIPTION Inclusion in the strategic plans of the University Research Institutes and Singular Centers of the objectives and action lines of the research career aligned with the HR Plan.						
C&C ALIGNMENT 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 28, 29, 30, 31, 32, 36, 37, 38, 39, 40		TARGETTED WEAKNESS Scientific career is not regulated at the USC			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16 Q4	17 Q1 Q2 Q3 Q4	18 Q1 Q2 Q3 Q4	19	20	21
				Vice-rectorship for Research and Innovation		
PARTICIPANTS Research Institutes Management and Scientific Directorates						
IMPLEMENTATION INDICATOR Strategic Plans of Research Centres and Institutes including a section on Research Career that is aligned with the USC HR Action Plan.			GOAL 100% of Research Institutes and Centres have ended the strategic plan.			

3.2.2 Improving Processes and Procedures of Selection and Recruiting

3.2.2.1 Improving processes and procedures

CODE 5	TITLE Simplification of administrative procedures for selection					
DESCRIPTION Review aimed at simplifying procedures for participation in selection processes (researchers hired in research projects). For example: acceptance of documents in English.						
C&C ALIGNMENT 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27		TARGETTED WEAKNESS Reduction of bureaucracy.			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Vice-rectorship for Research and Innovation						
IMPLEMENTATION INDICATOR New selection procedure accepting documentation in English				GOAL 100% of selection procedures accepting documentation in English		

CODE 6	TITLE eGovernment					
DESCRIPTION Implementation of e-government for submitting applications for selection processes.						
C&C ALIGNMENT 12, 13, 14, 15, 16, 17, 18, 19, 20, 21		TARGETTED WEAKNESS eGovernment is not implemented for selection processes			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Vice-rectorship for Research and Innovation Vice-rectorship for Communication and Coordination. Area of Information and Communication Technologies (ATIC)						
IMPLEMENTATION INDICATOR % of job applications submitted by web application forms				GOAL 50% of job applications received by web by Q4 2017		

CODE 7	TITLE Protocol for the international dissemination of selection processes					
DESCRIPTION Development of a protocol for the dissemination of selection processes of researchers in Euraxess and specialized web pages.						
C&C ALIGNMENT 12	TARGETTED WEAKNESS International diffusion of selection processes				R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Vice-rectorship for Research and Innovation						
IMPLEMENTATION INDICATOR Protocol for the international dissemination of selection processes published at Research Management Area website				GOAL 25% of selection processes are announced at Euraxess and specialized web pages by 2017 Q3		

CODE 8	TITLE Charters for Services on Human Resources Management					
DESCRIPTION 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. (Progressive Action 2018-2021 with two milestones)						
C&C ALIGNMENT 5, 12, 13, 15, 16, 17, 18, 19, 20, 28, 30, 34, 36, 37, 40	TARGETTED WEAKNESS Human resources services at the USC are distributed across different areas belonging to different Vice-rectorship. There is a need to increase transparency about the functions and services provided by each of them and to disseminate this information.				R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Vice-rectorship for Research and Innovation Management						
IMPLEMENTATION INDICATOR % of services that have finished the Charter definition				GOAL 2018: 75% of HR services have finished and published their Charter of Services, 100% by 2021		

CODE	TITLE					
9	<i>Creation of the USC Welcome Center (Centro de Bienvenida Internacional de la USC)</i>					
DESCRIPTION						
Implementation of new infrastructure and a central service for the reception and mentoring of new foreign researchers, strengthening the activity of the Euraxess Center.						
C&C ALIGNMENT		TARGETTED WEAKNESS			R SCALE FOCUS	
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		There are not specific processes and procedures supporting new researchers when they join the USC			R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4 Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
				Vice-rectorship for Internationalization		
PARTICIPANTS						
Vice-rectorship for Research and Innovation						
IMPLEMENTATION INDICATOR				GOAL		
% of foreign researchers at Welcome Center				2017Q2:25% 2018: 50% - 2019:75% - 2020: 95%		

CODE	TITLE					
10	<i>Welcome Guide for new researchers</i>					
DESCRIPTION						
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.						
C&C ALIGNMENT		TARGETTED WEAKNESS			R SCALE FOCUS	
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		There are not specific processes and procedures supporting new researchers when they join the USC			R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4 Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
				Vice-rectorship for Research and Innovation		
PARTICIPANTS						
Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures.						
IMPLEMENTATION INDICATOR				GOAL		
Publication of "Wellcome guide"				% of new researchers who received the welcome guide: 2017Q2: 25%,2018: 50%, 2019:75%, 2020: 95%		

3.2.2.2 Adoption of the OTM-R system

CODE	TITLE									
11	Working Group OTM-R system									
DESCRIPTION										
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.										
C&C ALIGNMENT			TARGETTED WEAKNESS				R SCALE FOCUS			
12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27, 29			Low degree of accomplishment of OTM-R requirements				R1 R2 R3 R4			
TIMEFRAME						RESPONSIBLE				
yr	16	17		18		19	20	21	General Secretariat	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
PARTICIPANTS										
Vice-rectorship for Research and Innovation. ViceManagement for Staff. Vice-rectorship for Degrees and Teaching and Research Staff CIEDUS. Selection of researchers.										
IMPLEMENTATION INDICATOR						GOAL				
OTM-R group created by 2017 Q1						First OTM-R group meeting by 2017 Q1				

CODE	TITLE									
12	Protocol and guide of the OTM-R system									
DESCRIPTION										
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)										
C&C ALIGNMENT			TARGETTED WEAKNESS				R SCALE FOCUS			
12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27, 29			Low degree of accomplishment of OTM-R requirements				R1 R2 R3 R4			
TIMEFRAME						RESPONSIBLE				
yr	16	17		18		19	20	21	General Secretariat	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
PARTICIPANTS										
Vice-rectorship for Research and Innovation. ViceManagement for Staff. Vice-rectorship for Degrees and Teaching and Research Staff CIEDUS. Selection of researchers.										
IMPLEMENTATION INDICATOR						GOAL				
Publication of OTM-R protocol and guide										

CODE 13	TITLE Training in OTM-R system					
DESCRIPTION Training actions for researchers on implementation of the OTM-R system (firs training actions in 2018)						
C&C ALIGNMENT 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27, 29		TARGETTED WEAKNESS Low degree of accomplishment of OTM-R requirements			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q4		
				General Secretariat		
PARTICIPANTS Vice-rectorship for Research and Innovation. ViceManagement for Staff. Vice-rectorship for Degrees and Teaching and Research Staff CIEDUS. Selection of researchers.						
IMPLEMENTATION INDICATOR Number of training actions				GOAL 1 training action in 2018		

CODE 14	TITLE Improvement of procedures for hiring non permanent Teaching and Research Staff					
DESCRIPTION Modification of non permanent Teaching and Research Staff recruitment procedures for adaptation to the OTM-r system						
C&C ALIGNMENT 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 27, 29		TARGETTED WEAKNESS The position of non-permanent postdoctoral researcher hired by a given project is not developed. As a result there are asymmetries between contractual arrangements and functional research profiles, as researchers cannot have teaching assignments, cannot lead projects, etc... The limitations on recruitment procedures limit opportunities for career development (unable to provide teaching or lead projects, etc.).			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
				Vice-rectorship for Academic Organization and Teaching and Research Staff		
PARTICIPANTS Vice-rectorship for Research and Innovation Management						
IMPLEMENTATION INDICATOR New procedures approved by Governing Council				GOAL New procedures approved by Governing Council		

3.2.3 Good Practices in Research

CODE 15	TITLE Code of Good Practices in Research at the USC						
DESCRIPTION Development and dissemination of a Code of Best Practices in Research including actions, recommendations and commitments for the development 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.							
C&C ALIGNMENT 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40	TARGETTED WEAKNESS Access to information for researchers is one of the main gaps. It covers different issues affecting their activity, such as information about IPR duties and conditions, risk prevention practices, research freedom... In general, information is available on the website but distributed across different sections				R SCALE FOCUS R1 R2 R3 R4		
TIMEFRAME			RESPONSIBLE				
yr	16	17	18	19	20	21	Vice-rectorship for Research and Innovation
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
PARTICIPANTS Vice-rectorship for Communication and Coordination. Research Institutes and Centres managers and scientific directors							
IMPLEMENTATION INDICATOR Publication of Code of Good Practices in Research at the USC			GOAL Number of public activities that are organised to present the Code of Good Practices.				

CODE 16	TITLE Charter for Services on Research Management for researchers						
DESCRIPTION Definition and dissemination of the Charter for Services on Research Management at the USC.							
C&C ALIGNMENT 12, 13, 15, 24, 28, 29, 30, 31, 34, 36, 37, 40	TARGETTED WEAKNESS Improve researchers access to information about research management processes and procedures				R SCALE FOCUS R1 R2 R3 R4		
TIMEFRAME			RESPONSIBLE				
yr	16	17	18	19	20	21	Vice-rectorship for Research and Innovation
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
PARTICIPANTS Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures. Research Institutes and Centres managers and scientific directors							
IMPLEMENTATION INDICATOR Publication of the Charter for Services on Research Management for Researchers			GOAL Number of downloads of the publication (from internal users of USC intranet)				

CODE 17	TITLE Training in research management procedures											
DESCRIPTION Training activities for R1 and R2 on research management procedures.												
C&C ALIGNMENT 12, 13, 15, 24, 28, 29, 30, 31, 34, 37			TARGETTED WEAKNESS Improve researchers access to information about research management processes and procedures						R SCALE FOCUS R1 R2 R3 R4			
TIMEFRAME						RESPONSIBLE						
yr	16	17			18			19	20	21	Vice-rectorship for Research and Innovation	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
PARTICIPANTS CIEDUS. Research Institutes and Centres managers and scientific directors												
IMPLEMENTATION INDICATOR Nb of training actions organised Research management procedures training actions included at the catalog of transversal training (see action 34)						GOAL 2 training actions in 2018 and 4 training actions in 2019						

CODE 18	TITLE Unit of Science Dissemination											
DESCRIPTION Creating a unit of science dissemination to coordinate all outreach activities of the USC.												
C&C ALIGNMENT 8, 9			TARGETTED WEAKNESS Although the university has a long tradition and is very active in scientific dissemination activities there is no t an specific service coordinating this field.						R SCALE FOCUS R1 R2 R3 R4			
TIMEFRAME						RESPONSIBLE						
yr	16	17			18			19	20	21	Vice-rectorship for Communication and Coordination	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
PARTICIPANTS Vice-rectorship for Research and Innovation. Vice-rectorship for Students, Culture and SR. Management												
IMPLEMENTATION INDICATOR Setting up of the Unit of Science Dissemination						GOAL The creation of the scientific diffusion unit is approved by the governing council						

CODE 19	TITLE Improving research infrastructures				
DESCRIPTION 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.					
C&C ALIGNMENT 7, 23	TARGETTED WEAKNESS Although according to the survey safety is not a main concern for researchers, the university investment program for 2017 include improvements in safety and health conditions				R SCALE FOCUS R1 R2 R3 R4
TIMEFRAME				RESPONSIBLE	
yr	16	17		18	19 20 21
	Q4	Q1 Q2 Q3	Q4	Q1 Q2 Q3 Q4	
RESPONSIBLE Management					
PARTICIPANTS Research centres and other research infrastructures					
IMPLEMENTATION INDICATOR Publication of tender procurements concerning new investments			GOAL 100% of planned investment done in 2017		

CODE 20	TITLE Training in occupational risk prevention				
DESCRIPTION Mandatory training in prevention of occupational risks for new researchers in the Singular Centres of Research. (Continuing action with annual milestones)					
C&C ALIGNMENT 5, 7, 23	TARGETTED WEAKNESS Although according to the survey safety is not a main concern for researchers, better training is risk prevention is one of the gaps				R SCALE FOCUS R1 R2 R3 R4
TIMEFRAME				RESPONSIBLE	
yr	16	17		18	19 20 21
	Q4	Q1 Q2 Q3	Q4	Q1 Q2 Q3 Q4	
RESPONSIBLE Management					
PARTICIPANTS Risk Prevention Service CIEDUS					
IMPLEMENTATION INDICATOR Nb of training actions by year			GOAL 5 training courses in occupational risk by year		

CODE 21	TITLE Information System on scientific production					
DESCRIPTION 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.						
C&C ALIGNMENT 11, 31, 32	TARGETTED WEAKNESS The university has no mechanisms of self-assessment for evaluating researchers. Improvement and adoption of tools for improving evaluation and appraisal of researchers				R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Vice-rectorship for Research and Innovation. ATIC.						
IMPLEMENTATION INDICATOR % of researchers CVs loaded into the information system			GOAL 100% of researchers belonging to Research Institutes and Centers have loaded their CVs			

CODE 22	TITLE III PEIOHM (Plan of Equality between Men and Women)					
DESCRIPTION Begin development of III PEIOHM 2019 - 2023						
C&C ALIGNMENT 10, 24, 26, 27, 34, 35	TARGETTED WEAKNESS Improvement the implementation level of the II PEIOHM 2014-2018				R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Office for Gender Equality						
IMPLEMENTATION INDICATOR Equality Plan Approved by Governing Council			GOAL PEIOHM actions included at the USC annual programming			

3.2.4 Training and Professional Development

3.2.4.1 Processes and procedures

CODE 23	TITLE System of Internal Quality Guarantee of the CIEDUS					
DESCRIPTION Development of a Manual processes and procedures for the system of quality assurance CIEDUS. (Progressive action starting in 2017 and ending by 2020)						
C&C ALIGNMENT 12, 13, 15, 16, 17, 18, 19, 20, 26, 28, 30, 34, 36, 37, 40		TARGETTED WEAKNESS Increase the degree of satisfaction of researchers in training processes and monitoring procedures			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16 Q4	17 Q1 Q2 Q3 Q4	18 Q1 Q2 Q3 Q4	19	20	21
				Vice-rectorship for Communication and Coordination. Area of Quality and Improvement of Procedures		
PARTICIPANTS CIEDUS						
IMPLEMENTATION INDICATOR Certification of SGIC implementation at Doctoral Schools				GOAL 1 Doctoral School certified by 2019 2 Doctoral Schools certified by 2020		

CODE 24	TITLE Feasibility report of the PhD Research Proposal					
DESCRIPTION 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)						
C&C ALIGNMENT 12, 13, 15, 28, 30, 36, 37, 40		TARGETTED WEAKNESS Improving supervision processes of R1			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16 Q4	17 Q1 Q2 Q3 Q4	18 Q1 Q2 Q3 Q4	19	20	21
				CIEDUS		
PARTICIPANTS Doctoral Schools						
IMPLEMENTATION INDICATOR % of Doctoral Programmes including the feasibility report as part of the procedure for admission				GOAL 2018: 50% of Doctoral Programmes 2021: 85% of Doctoral Programmes		

CODE 25	TITLE Review procedures of allegations in doctoral training					
DESCRIPTION Improved procedures of allegations (incorporating an improved process for the student to make allegations in the event that the monitoring report is unfavorable).						
C&C ALIGNMENT 28, 30, 32, 34, 36, 37, 40		TARGETTED WEAKNESS Improvement of supervision processes and procedures			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3	Q4	Q1 Q2 Q3 Q4		
PARTICIPANTS CIEDUS Doctoral Schools						
IMPLEMENTATION INDICATOR Definition and development of the new allegation procedure				GOAL 100% of allegations from students in case of unfavourable report received follow this procedure		

CODE 26	TITLE Satisfaction Survey on Doctoral Education					
DESCRIPTION Conducting an annual satisfaction survey for various stakeholders on doctoral education at the USC (stakeholders include students, tutors, coordinators, etc...)						
C&C ALIGNMENT 23, 24, 27, 28, 30, 32, 34, 35, 36, 37, 40		TARGETTED WEAKNESS Improvement of supervision processes and procedures			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3	Q4	Q1 Q2 Q3 Q4		
PARTICIPANTS CIEDUS Doctoral Schools Technical Secretariat HRS4R ³						
IMPLEMENTATION INDICATOR % Participation on the survey				GOAL 20% of population answered the survey		

³ See Implementation Section

CODE 27	TITLE Anti-plagiarism software				
DESCRIPTION Acquisition and implementation of a control tool against plagiarism in doctoral theses.					
C&C ALIGNMENT 3	TARGETTED WEAKNESS The USC has no software tools to control plagiarism				R SCALE FOCUS R1 R2 R3 R4
TIMEFRAME				RESPONSIBLE	
yr	16	17		18	19 20 21
	Q4	Q1	Q2 Q3 Q4	Q1 Q2 Q3 Q4	
PARTICIPANTS Vice-rectorship for Communication and Coordination. ATIC					
IMPLEMENTATION INDICATOR Antiplagiarism tool installed at CIEDUS systems			GOAL Plagiarism analysis of 100% of PhD thesis		

3.2.4.2 Improving the supervision

CODE 28	TITLE Ph D Supervision Good Practice Guide				
DESCRIPTION Development of a guide about good practices of supervision and direction of PhD thesis					
C&C ALIGNMENT 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 23, 24, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 40	TARGETTED WEAKNESS Improving PhD thesis supervision skills				R SCALE FOCUS R1 R2 R3 R4
TIMEFRAME				RESPONSIBLE	
yr	16	17		18	19 20 21
	Q4	Q1	Q2 Q3 Q4	Q1 Q2 Q3 Q4	
PARTICIPANTS Doctoral Schools					
IMPLEMENTATION INDICATOR Publication of the guide at CIEDUS website Mailing addressed to thesis directors attaching the guide			GOAL 100% of PhD thesis directors received the guide		

CODE 29	TITLE Supervision of postdocs (I / III): International Benchmarking					
DESCRIPTION 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...)						
C&C ALIGNMENT 23, 24, 28, 29, 30, 31, 32, 33, 36, 37, 40		TARGETTED WEAKNESS Supervision of R2			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Research Centers and Institutes Managers and Scientific Directorates CIEDUS						
IMPLEMENTATION INDICATOR Development of benchmarking study				GOAL Selection of practices to pilot in action 30		

CODE 30	TITLE Supervision of postdocs (II / III): Pilot project					
DESCRIPTION Pilot project for the development of the position of Supervisor of Postdocs in Singular Centres of Research.						
C&C ALIGNMENT 23, 24, 28, 29, 30, 31, 32, 33, 36, 37, 40		TARGETTED WEAKNESS Supervision of R2			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
PARTICIPANTS Research Centers and Institutes Managers and Scientific Directorates CIEDUS						
IMPLEMENTATION INDICATOR % of research centers and institutes participating at the pilot project				GOAL 25% of the research centres and institutes participate at the pilot project		

CODE 31	TITLE Supervision of postdocs (III / III): Postdocs Supervisor					
DESCRIPTION Regulatory, organizational and functional development for the creation of the position of Postdoc Supervisor at the USC.						
C&C ALIGNMENT 23, 24, 28, 29, 30, 31, 32, 33, 36, 37, 40		TARGETTED WEAKNESS Lack of rules, processes and procedures concerning supervision of R2			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
				General Secretariat		
PARTICIPANTS Vice-rectorship for Research and Innovation. Vice-rectorship for Degrees and Teaching and Research Staff						
IMPLEMENTATION INDICATOR R2 Supervisor Proposal Approved by Governing Council				GOAL Modification of internal rules affecting R2 supervision		

3.2.4.3 Training in professional skills and professional development

CODE 32	TITLE Career development Services					
DESCRIPTION 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.						
C&C ALIGNMENT 23, 25, 26, 28, 30, 38, 39		TARGETTED WEAKNESS The service of work and employment focuses its activity on students providing employability services. (mainly)			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME				RESPONSIBLE		
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
				Vice-rectorship for Students, Culture and SR . Area of Work Orientation and Employment		
PARTICIPANTS Management. Vice-rectorship for Research and Innovation						
IMPLEMENTATION INDICATOR Publication of new services of the area of work and employment on the website				GOAL 10% of area users are researchers		

CODE 33	TITLE Map of professional skills															
DESCRIPTION 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.																
C&C ALIGNMENT 28, 30, 31, 38, 39	TARGETTED WEAKNESS Different services provide transfereable skills training, but this offer is not structured in a programme.	R SCALE FOCUS R1 R2 R3 R4														
TIMEFRAME <table border="1"> <tr> <td>yr</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> <td>21</td> </tr> <tr> <td></td> <td>Q4</td> <td>Q1 Q2 Q3 Q4</td> <td>Q1 Q2 Q3 Q4</td> <td></td> <td></td> <td></td> </tr> </table>	yr	16	17	18	19	20	21		Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				RESPONSIBLE Vice-rectorship for Research and Innovation	
yr	16	17	18	19	20	21										
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4													
PARTICIPANTS Vice-rectorship for Degrees and Teaching and Research Staff Vice-rectorship for Students, Culture and SR CIEDUS																
IMPLEMENTATION INDICATOR Website publication of the map	GOAL 50% of Research Centres and Institutes use the map as a tool for designing their skills training programmes															

CODE 34	TITLE Catalog of courses in transversal skills															
DESCRIPTION Development of an online repository of training offered by the the USC in transversal skills.																
C&C ALIGNMENT 28, 30, 31, 38, 39	TARGETTED WEAKNESS Different services provide transfereable skills training, but this offer is not structured in a programme.	R SCALE FOCUS R1 R2 R3 R4														
TIMEFRAME <table border="1"> <tr> <td>yr</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> <td>21</td> </tr> <tr> <td></td> <td>Q4</td> <td>Q1 Q2 Q3 Q4</td> <td>Q1 Q2 Q3 Q4</td> <td></td> <td></td> <td></td> </tr> </table>	yr	16	17	18	19	20	21		Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				RESPONSIBLE Vice-rectorship for Research and Innovation	
yr	16	17	18	19	20	21										
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4													
PARTICIPANTS Vice-rectorship for Degrees and Teaching and Research Staff Vice-rectorship for Students, Culture and SR CIEDUS Vice-rectorship for Communication and Coordination.ATIC																
IMPLEMENTATION INDICATOR Website publication of the catalog	GOAL 50% of Research Centres and Institutes use the catalog as a tool for designing their skills training programmes															

CODE	TITLE									
35	Certification of training in professional and transversal skills received during the doctoral period									
DESCRIPTION										
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.										
C&C ALIGNMENT				TARGETTED WEAKNESS				R SCALE FOCUS		
28, 30, 33, 38, 39				Recognition of professional and transferable skills acquired during doctoral training				R1 R2 R3 R4		
TIMEFRAME						RESPONSIBLE				
yr	16	17		18		19	20	21	CIEDUS	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
PARTICIPANTS										
IMPLEMENTATION INDICATOR										
Doctoral Diploma Supplement including specific mention to the professional and transferable skills acquired during doctoral training										
GOAL										
100% of doctoral Diploma Supplements include to the professional and transferable skills acquired during doctoral training										

3.2.5 Improving Information Management

CODE 36	TITLE Job Website					
DESCRIPTION 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.						
C&C ALIGNMENT 5, 12, 13, 15, 16, 17, 18, 19, 20, 21, 24, 26, 28, 29, 30, 31, 34		TARGETTED WEAKNESS Human resources services at the USC are distributed across different areas belonging to different Vice-rectorship. As a result information about job opportunities, career development activities, rules,... is spread in different sections of the website.			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME			RESPONSIBLE			
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
			Vice-rectorship for Communication and Coordination. ATIC			
PARTICIPANTS Vice-rectorship for Research and Innovation Web Office						
IMPLEMENTATION INDICATOR Publication of website Number of visits			GOAL Website publication by 2017 Q3 2,500 visits by 2017 Q4			

CODE 37	TITLE Language training for management staff					
DESCRIPTION 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.						
C&C ALIGNMENT 5, 12, 13, 15, 24, 28, 29, 30, 31, 34, 35, 36, 37, 40		TARGETTED WEAKNESS Internationalization of selection and recruitment processes. English skills of administration and services staff.			R SCALE FOCUS R1 R2 R3 R4	
TIMEFRAME			RESPONSIBLE			
yr	16	17	18	19	20	21
	Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4			
			ViceManagement for Staff			
PARTICIPANTS Vice-rectorship for Internationalization. Modern Language Centre						
IMPLEMENTATION INDICATOR Nb of administration and staff people participating a english training actions			GOAL			

CODE	TITLE													
38	Procedures for admission and enrollment R1 in English													
DESCRIPTION														
English translation of computer procedures for admission and registration of R1.														
C&C ALIGNMENT			TARGETTED WEAKNESS						R SCALE FOCUS					
12, 13, 15, 24, 29, 37			Internationalization of selection and recruitment processes.						R1 R2 R3 R4					
TIMEFRAME						RESPONSIBLE								
yr	16	17		18		19	20	21	General Secretariat					
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3						
PARTICIPANTS														
CIEDUS Vice-rectorship for Communication and Coordination.ATIC														
IMPLEMENTATION INDICATOR						GOAL								
Website publication of procedures for admission and registration of R1 in English						Increase in a 3% the number of applications from english speaking PhD candidates								

3.3 Gantt Chart

ACTIONS	DEADLINE											
	16	17				18				19	20	21
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
1 Desarrollo y Formalización de Carrera Investigadora												
1. Preliminary study for defining a Research Career Plan		■										
2. Research Career Plan at the USC									■			
3. Map of the research career at the USC (2016)	■											
4. Alignment of the strategic planning of research institutes with the HR Action Plan		■										
2 Improving Processes and Procedures of Selection and Recruiting												
2.1 Improving processes and procedures												
5. Simplification of administrative procedures for selection		■										
6. eGovernment					■							
7. Protocol for the international dissemination of selection processes				■								
8. Charters for Services on Human Resources Management						■						
9. Creation of the "USC Welcome Center"			■									
10. Welcome Guide for new researchers				■								
2.2 Adoption of the OTM-R system												
11. Working Group OTM-R system		■										
12. Protocol and guide of the OTM-R system								■				
13. Training under the OTM-R system									■			
14. Improvement of procedures for hiring non permanent Teaching and Research Staff			■									
3 Good Practices in Research												
15. Code of Good Practices in Research at the USC					■							
16. Charter for Services on Research Management for researchers				■								
17. Training in research management procedures					■							
18. Unit of science dissemination					■							
19. Improving research infrastructures					■							
20. Training in occupational risk prevention	■									■	■	■
21. Information System on scientific production					■							
22. III PEIOHM									■			

ACTIONS	DEADLINE											
	16	17				18				19	20	21
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
4 Training and Professional Development												
4.1 Processes and Procedures												
23. System of Internal Quality Guarantee of the CIEDUS			■	■	■	■	■	■	■	■	■	
24. Support letter from thesis director						■						
25. Review procedures of allegations in doctoral training					■							
26. Satisfaction Survey on Doctoral Education					■							
27. Anti-plagiarism software		■										
4.2 Improving the Supervision												
28. Ph D Supervision Good Practice Guide							■					
29. Supervision of postdocs (I / III): International Benchmarking			■									
30. Supervision of postdocs (II / III): Pilot project						■						
31. Supervision of postdocs (III / III): Postdocs Supervisor										■		
4.3 Training in Professional Skills and Professional Development												
32. Career development Services											■	
33. Map of professional skills											■	
34. Catalog of courses in transversal skills											■	
35. Certification of training in professional and transversal skills received during the doctoral period							■					
5 Improving Information Management												
36. Job Website					■							
37. Language training for management staff											■	
38. Procedures for admission and enrollment R1 in English				■								

4 IMPLEMENTATION

4.1 Strategic Framework: Alignment with Organizational Policies

The strategic framework for the implementation of the USC HR Action Plan is the "Strategic Plan of the USC 2011-2020" (<http://www.usc.es/gl/servizos/calidade/planifestracal.html>). This document recognizes, from the moment of its creation in 2010, that the university did not have a system for managing human resources that would allow the institution to face future challenges, and emphasizes the need to devise a strategy that will allow the incorporation of new approaches for the organization, recruitment and promotion of its staff. This vocation is specified in addition in the Focus Area "People" with the development and programming of actions in support of the strategic line: "Development of a model of human resources based on efficiency, flexibility and sustainability." Finally, it's worth noting that, in operational terms, the development of the process of analysis and planning HRS4R is also included in the multi-year planning for 2016, thus ensuring the provision of technical and financial resources for its implementation.

Moreover, it's noted that at this time the USC is developing a Strategic Plan for Internationalization so that both initiatives have also been aligned, seeking the connection of objectives and actions.

With regard to the implementation of the USC HR Action Plan, since the implementation of the 2011-2020 Strategic Plan, several actions have been addressed to advance in the definition of a new model for managing human resources, a model that will lead the USC to position itself at the same level as other internationally renowned universities.

In this sense, the USC HR Action Plan is designed as a tool to strengthen the development of the strategy mentioned above. The plan includes actions already envisaged in the 2011-2020 strategy - further revised and redesigned in the frame of this exercise- and also new strategies and actions resulting from the process of analysis and HRS4R planning.

In addition, the design of this plan has enabled the development of a model of governance, of coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research that will enable the USC to be in line with its European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan begins as early as 2016.

4.2 Implementation Mechanisms

The implementation strategy of the plan is based, in large part, on the experience and practices adopted during the HRS4R process of analysis and planning. The mechanisms for coordination, monitoring and evaluation described below will be adopted:

Organizational model:

- The **coordinator** of the HR Action Plan will be the **Vicerector for Research and Innovation**. The main function will be to coordinate the overall process and the communication with the Management Team of the institution.
- **Technical Secretariat**: coordinated by the Director of AXVI and Head of the Quality Area it will in charge responsible for the day-to-day follow-up of the plan. It will be composed by technical staff.
- **Monitoring Committee** comprising the people responsible for each area that leads the actions envisaged in the plan (see Section 2) and, following the experience of the Working Group of the plan, also representatives of the different areas and services responsible for human resources at the USC (even if they do not lead any action), as well as researchers. The workflow articulated during the course of the plan will be maintained: a cloud tool of information access, regular meetings and ad-hoc subcommittees with key people for specific matters depending on the evolution of the process.

Participation of the research community:

- **Integration of researchers in the Monitoring Committee**, as described in the previous point.
- **Integration of matters related to the USC HR Action Plan in surveys to researchers** linked to various quality systems (e.g. surveys on doctoral training).
- **A biannual survey of perception of researchers** following the HRS4R 2016 survey model and incorporating new issues of concern in line with the development plan. It will be coordinated from the Area of Quality.

Ensuring the implementation:

- As has been developed during the planning period, the plan will include the **monitoring** of the USC HR Action Plan in the agenda of the **Management Team of the USC**, as well as the incorporation of the actions to the **multiannual Programming** and the **Improvement Plan**. <http://www.usc.es/gl/servizos/calidade/planifestracal.html>

Monitoring and assessment, preparation of the internal and external assessment:

The monitoring and the follow-up of the plan will be continuous, being one of the main **functions of the Technical Secretariat**. In addition, the following specific mechanisms will be provided:

- Creating a **scorecard** based on the indicators proposed in the plan.
- Holding **Quarterly meetings of the Monitoring Committee**.

- **Semi-annual review of the action plan** with the support of action charts of improvement that will be developed from the preliminary charts included in this plan.
- In addition, in order to prepare the assessments, the **Technical Secretariat will liaise with Euraxess** (both in Spain and in Brussels) to keep abreast of the developments in the process. Additionally, the participation of the different people involved in coordinating the plan will be fostered in the activities organized by Euraxess Rights (info days, information events, training, etc...).

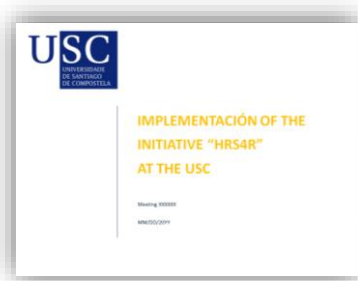
5 COMMUNICATION

The communication strategy has been coordinated by the **Communication Task Group**, led by the Vice-Rector for Communication and Coordination, and supported by the Technical Secretariat, the Press Cabinet and the Web Office (ATIC). This unit has been active throughout the entire planning process by supporting the Technical Secretariat for the deployment of activities related to the dissemination of the process and led both to the most direct participants (eg members of different working groups) and to the entire university community.

5.1 Actions Aimed at the Entire University Community

Design of the corporate image of the project and stylebook

The graphics and formats of the various documents covered by the process were specially designed: presentations, dossiers for working groups, etc... The image sought was one that would allow to visually associate the process to the HRS4R initiative.



Development and maintenance of the website

From the university Web Office, a **section of the USC website specifically dedicated to the HRS4R was introduced. In this section**, various contents have been incorporated:

http://www.usc.es/gl/info_xeral/hrs4r/index.html

- **Presentation** of the Project
- Description of the **HRS4R initiative**, links to **EURAXESS** webs and to the "**Charter & Code**"
- Description of the **implementation process** and inclusion of the **resulting documentation** (Gap Analysis, Survey, Action Plan)



Creation of news and other actions in electronic media

With the collaboration of the staff of the Press Cabinet of the university, various actions were developed for the dissemination of the initiative through various electronic media available to the USC. For example:

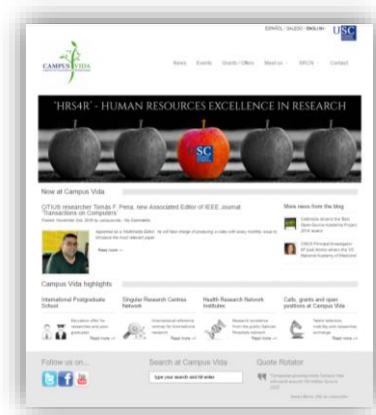
- Publication of **articles** in various websites linked to the USC:
 - **Xornal USC:** http://xornal.usc.es/xornal/acontece/2016_09/noticia_0090.html
 - **CITIUS:** <https://citius.usc.es/n/1293>
 - **CiQUS:** <http://www.usc.es/ciqus/es/noticias/la-usc-se-adhiere-al-protocolo-de-excelencia-en-rrhh-de-investigacion-disenado-por-la-ue>
 - **CiMUS:** <http://www.usc.es/cimus/es/noticias/la-usc-se-adhiere-al-protocolo-de-excelencia-en-rrhh-disenado-por-la-ue>
 - **Campus Vida:** <http://campusvida.usc.es/es/la-usc-se-adhiere-al-protocolo-de-excelencia-en-rrhh-de-investigacion-disenado-por-la-ue/>

- Energizing **social networks:**



- **Twitter:**
 - **CITIUS:** <https://twitter.com/citiususc/status/778195253165756416>
 - **CiQUS:** <https://twitter.com/ciqususc/status/778194973716049920>
 - **CiMUS:** <https://twitter.com/cimususc/status/778195364738400256>
 - **Campus Vida:** <https://twitter.com/campusvida/status/778194781411373057>
- **Facebook:**
 - **CITIUS:** <https://www.facebook.com/citiususc/posts/1773932636188614>
 - **CiQUS:** <https://www.facebook.com/ciqususc/posts/914177398686987>
 - **CiMUS:** <https://www.facebook.com/cimususc/posts/907861589348190>
 - **Campus Vida:** <https://www.facebook.com/campusvida/posts/1181655835240119>
- **Google Plus:**
 - **CITIUS:** <https://plus.google.com/b/103888821083694973712/+citiususc/posts/HfjYBJKc8Ud>
 - **CiQUS:** <https://plus.google.com/b/116775744357382352691/116775744357382352691/posts/9u06ErVPdNK>
 - **CiMUS:** <https://plus.google.com/b/106614003944832268440/106614003944832268440/posts/eU1JmkGy9sm>
 - **Campus Vida:** <https://plus.google.com/b/113113836613972294680/113113836613972294680/posts/SYPTghh9Jkf>

- Inclusion of **Banners** on websites linked to the USC (<http://campusvida.usc.es/en/#>)



Coordination with the Communication Cabinet of the Rector

Coordination with the Communication Cabinet of the Rector to include the strategy in public interventions throughout the process.

Creating messages for the dissemination of the survey to research staff

These messages were specifically created aimed at different target segments: general, directors of Singular Centres of Research, directors of Doctoral Programs, etc...

5.2 Actions Directed to Members of the Working Groups

These actions were meant to provide support to the Technical Secretariat throughout the entire process for the **dissemination and energization of the various meetings of the working groups**. For example:

- Creation and maintenance of work tools shared in the cloud
- Creation of messages presenting the project to attract participants to the working groups
- Drafting Meeting Calls
- Sending informative documentation to attendees

6 ANNEX: SURVEY - 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 center.

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



**THE USC HUMAN
RESOURCES STRATEGY
FOR RESEARCHERS**