



COMILLAS

UNIVERSIDAD PONTIFICIA

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HUMAN RESOURCES STRATEGY FOR RESERACHERS

Madrid, July 2020



Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>ACTION 1. UPDATE RECRUITMENT PROCEDURES IN COMPLIANCE WITH HRS4R - OTM-R CRITERIA.</p> <ul style="list-style-type: none"> • Update the recruitment norm and procedure, make it comply with all the OTM-R and C&C criteria containing: <ul style="list-style-type: none"> ○ Homogenised templates of job advertising for all the faculties using electronic platforms. ○ Specific recruitment norms for collaborating professors and for the incorporation and promotion of researchers or professors. ○ Consider the figure of TENURE TRACK for new PhDs. ○ Include in the scale's indications to favour access to vulnerable groups. ○ Advertise job offers on international portals (EURAXESS). ○ Provide feedback to selected and unselected candidates. • Publish English and Spanish online versions of COMILLAS's OTM-R policy and recruiting processes. • Continue updating information on selection procedures in all the faculties. • Provide training to the staff involved in the selection and promotion processes to avoid bias. • Update relevant information in the welcome manual and on the web. 	<p>12. Recruitment</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p>	<p>1Q 2021 & 2Q 2021</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> • Publish OTM-R Policy in Spanish and English online: Selection and recruiting guide and templates. • Publish detailed scoring ranges. • 100% of job offers published online and on EURAXESS. • All job offers include additional information on job prospects and employment rights. • All recruitment procedures are supported by the electronic platform. • 100% of candidates receive feedback. • OTM-R and C&C material and training courses available. • 100% of selection staff trained in OTM-R • At least 70% satisfaction in the quality survey.

<ul style="list-style-type: none"> • Periodic evaluation on user's satisfaction. 				
<p>ACTION 2. ESTABLISH ACTIONS TO DEVELOP THE PROFESSIONAL CAREER WITHIN COMILLAS.</p> <ul style="list-style-type: none"> • Update and communicate "COMILLAS career development plan for teachers and researchers": <ul style="list-style-type: none"> ○ Consider the figure of TENURE TRACK for new PhDs (with very clear research objectives with deadlines and evaluation). ○ Appoint a research manager from the institutes as a contact person for career-related issues. • Provide training in professional career outside COMILLAS • Publish the plan on the website and provide information during the welcome meeting. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	<p>28. Career development</p> <p>30. Access to career advice</p>	<p>3Q 2021 & 4Q 2021</p>	<p>Vice-Rector for Research and Internationalization</p>	<ul style="list-style-type: none"> • "COMILLAS career development plan" section available on the intranet. • Research manager appointed and its contact details published. • Number of contacts to this research manager concerning professional career development. • Number of visits to career development section. • 100% of welcome meetings provide information on career development plan. • At least 70% satisfaction on the plan in the quality survey. • At least 70% satisfaction on the Research Manager help in the quality survey.
<p>ACTION 3. DESIGN AND LAUNCH A PILOT MENTORING PROGRAMME.</p> <ul style="list-style-type: none"> • Mentorship's benchmark of international good practices will be followed. It could be inspired by the REBECA programme (EURAXESS). • Design, deploy and evaluate a pilot mentoring programme for R1 and R2. Starting with the selection of a network of mentors who will be trained, the programme is aimed at developing 	<p>30. Access to career advice</p>	<p>1Q 2023 & 2Q 2023</p>	<p>Head of Recognition/Research Data.</p>	<ul style="list-style-type: none"> • Mentorship programme published. • Workshops and material available for mentees. • At least 3 mentors participate in the pilot programme. • At least 15 mentees follow the

<p>the potential of young researchers by transfer of knowledge and learning through the experiences of seniority. Mentors (COMILLAS's researchers) will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life.</p> <ul style="list-style-type: none"> • Training workshops and materials will be available for mentees. • Write the pilot report, update the programme and make it available to research community. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 				<p>pilot mentorship programme.</p> <ul style="list-style-type: none"> • Report on pilot programme. • At least 70% satisfaction on the plan in the quality survey.
<p>ACTION 4. CUSTOMISE THE PERFORMANCE EVALUATION SYSTEM BY ADAPTING IT TO THE DIFFERENT AREAS OF KNOWLEDGE.</p> <ul style="list-style-type: none"> • Setting up a commission that covers all the areas of knowledge and human resources staff to prepare the different evaluation templates for each research area. • These evaluation templates, once approved by the management will be applied for the evaluation of all teachers and researchers. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	<p>11. Evaluation/ appraisal systems</p>	<p>2Q 2021 & 3Q 2021. 1Q2022 1Q2023 1Q2024 1Q2025</p>	<p>Vice-Rector for Research and Internationalization</p>	<ul style="list-style-type: none"> • Set the commission to define the evaluation templates. • Approval of the evaluation templates by the management. • 100% of researchers and teachers are evaluated using these templates. • At least 70% satisfaction in the quality survey.

<p>ACTION 5. PROMOTE THE TRANSVERSALITY OF THE INSTITUTION.</p> <ul style="list-style-type: none"> Organise annual meetings between researchers from different areas of interest, inter-group conferences, doctoral students, chairs and heads of research, in order to promote synergies and: <ul style="list-style-type: none"> 1) present common research projects, 2) promote transversal research projects, 3) elaborate a technology offer website. This action is complementary to Action 8 and 9. Update relevant information in the welcome manual and on the web. Inform during the welcome session. Periodic evaluation on user's satisfaction. 	<p>23. Research environment</p>	<p>1Q 2022, 2Q 2022, 1Q 2023, 1Q 2024 & 1Q 2025,</p>	<p>OTRI's Director</p>	<ul style="list-style-type: none"> Set a plan of quarterly meetings between institutes' stakeholders to define the context and agenda of the meeting sessions. Number of researchers that participate in the meeting. Number of transversal projects presented. Number of transversal meetings held. 70% satisfaction at the end of this meeting.
<p>ACTION 6. IMPLEMENTING A COMPLAINTS MECHANISM.</p> <ul style="list-style-type: none"> Define a complaints procedure and set up a virtual or physical complaints box. Write a complaints procedure and publish it on the intranet. Appoint a researchers' ombudsman (could be an academic or vice-rectorate figure), providing the necessary competencies for conflicts mediation and resolution. The Ombudsman will present a annual report to COMILLAS' University community Update relevant information in the welcome manual and on the web. Communicate the procedure in the welcome 	<p>34. Complaints/ appeals</p>	<p>4Q 2021 & 1Q 2022.</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> Complaints procedure published. Complaints box available. Ombudsman appointed. Number of complaints received. Number of complaints mediated. Number of complaints solved. 70% satisfaction in the quality survey.

<p>meeting, receiving an accordance of the reception of the information.</p> <ul style="list-style-type: none"> • Periodic evaluation on user's satisfaction. 				
<p>ACTION 7. PROMOTE THE POPULARISATION OF SCIENCE AND COMMUNICATION WITH SOCIETY.</p> <ul style="list-style-type: none"> • Create a common website for centralising COMILLAS dissemination offer. • Apoint the Chairs the role of supporting the initiatives of dissemination of the science developed within COMILLAS. • Increase the use of social networks for news dissemination • Intensify activities to popularise science through the FECYT PRECIPITA and Science in Parliament programmes. • Provide training sessions (online or offline) to researchers on science communication. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	<p>9. Public engagement</p>	<p>1Q 2021 to 4Q 2025</p>	<p>OTRI'si Director</p>	<ul style="list-style-type: none"> • Number of visits to the webpage. • Increase at least 60% in the number of dissemination activities organised for society (seminars, open doors day, etc.). • Increase at least 60% in the participation or researchers in dissemination activities. • At least 30 researchers attend training sessions. • 70% satisfaction in the quality survey.
<p>ACTION 8. IMPROVE INTERNAL COMMUNICATION.</p> <ul style="list-style-type: none"> • Create a website with information on: <ul style="list-style-type: none"> ○ Presentation of the research groups (to make the research being carried out in the institution known). This action is complementary to Action 5. ○ Open access publication of staff research 	<p>4. Professional attitude</p> <p>23. Research environment</p> <p>29. Value of mobility</p>	<p>2Q 2022 & 3Q 2022</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> • 100% of groups have their webpage. • 100% Open access research contributions are centralised in a common repository. • Number of documents downloaded. • 70% satisfaction in the quality

<p>contributions (articles, books, projects).</p> <ul style="list-style-type: none"> • Improve the general awareness on a) mobility options and support, and b) general framework for reducing teaching and research activity, with specific briefings, information published on the intranet, etc. • Use online webinars to gather a broader participation in these communication events • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	33. Teaching			survey.
<p>ACTION 9. INCREASE PARTICIPATION IN COMPETITIVE PROJECTS.</p> <ul style="list-style-type: none"> • This action is complementary to Action 5 and 8. • Provide updated and continuous information on competitive funding calls for projects through a newsletter or a web platform. • Provide training courses (online and offline) on key success factors for grants and fellowship international competitive projects. • Provide professional support to senior researchers for excellence competitive projects (e.g. ERC grants). • Organise an internal support appointing mentors (senior researchers) to support junior researchers on competitive project writing. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. 	4. Professional attitude	3Q 2022 to 4Q 2025	OTRI's Director	<ul style="list-style-type: none"> • Number of visits to the competitive funding calls website. • At least 30% of active researchers attend training courses. • Mentors on project writing appointed. • Professional support for excellence calls available. • Increase in at least 30% of the number of transversal projects presented. • Increase at least 20% of the number of projects awarded. • 70% satisfaction in the quality survey.

<ul style="list-style-type: none"> • Periodic evaluation on user's satisfaction. 				
<p>ACTION 10. COMPLETE THE TRAINING OFFER FOR RESEARCHERS.</p> <ul style="list-style-type: none"> • Designing a teaching training plan based on the dissemination of knowledge (I was taught and I teach) implementation and its monitoring. • Provide courses for R3 and R4 in transversal skills such as: Team Management, Project Management, Supervision, etc. • Provide new courses to R1-R4 on: dissemination, project writing, etc. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	40. Supervision	1Q 2022 to 2Q 2022	Head of Recognition/Research Data.	<ul style="list-style-type: none"> • New set of transversal skills training courses available. • 100% of new researchers attend the transversal skills training courses. • Writing of the new training plan. • 100% of the teachers and researchers are familiar with this new training plan. • At least 70% satisfaction in the quality survey.
<p>ACTION 11. AWARENESS & COMMUNICATION; LAUNCH AND MONITORING OF HRS4R AND OTM-R.</p> <ul style="list-style-type: none"> • An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefings for departments to 	All	1Q 2021 to 4Q 2025	Head of Human Resources	<ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTM-R constituted. • At least 50% of researchers attend C&C training sessions. • At least 50% of HR staff attendees at C&C training sessions. • Survey on HRS4R to address the awareness.

<p>influence the dissemination of the C&C key lessons to research staff. Awareness-raising seminar for researchers and managers (e.g. within the framework of the annual research summit).</p> <ul style="list-style-type: none"> • Training sessions on OTM-R for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held. • New contents on OTM-R and HRS4R will be available in Spanish and English on the website. • New survey on HRS4R will be sent to researchers before the intermediate review (2 years). • Monitoring of the action plan: A continuous supervision and monitoring of the plan will be established, holding quarterly meetings to review the development of the implementation of the tasks according to the plan's schedule. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 				<ul style="list-style-type: none"> • Survey on quality satisfaction. • Zero deviation in chronogram of the Action Plan.
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