

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p><b>ACTION 1. UPDATE RECRUITMENT PROCEDURES IN COMPLIANCE WITH HRS4R - OTM-R CRITERIA</b></p> <ul style="list-style-type: none"> <li>Update the recruitment norm and procedure, make it comply with all the OTM-R and C&amp;C criteria containing: <ul style="list-style-type: none"> <li>Homogenised templates of job advertising for all the faculties using electronic platforms.</li> <li>Specific recruitment norms for collaborating professors and the incorporation and promotion of researchers or professors.</li> <li>Consider the figure of TENURE TRACK for new PhDs.</li> <li>Include in the scale's indications to favour access to vulnerable groups.</li> <li>Advertise job offers on international portals (EURAXESS).</li> <li>Provide feedback to selected and unselected candidates.</li> </ul> </li> <li>Publish English and Spanish online versions of COMILLAS's OTM-R policy and recruiting processes.</li> <li>Continue updating information on selection procedures in all the faculties.</li> <li>Provide training to the staff involved in the selection and promotion processes to avoid bias.</li> <li>Update relevant information in the welcome manual and on the web.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>	<p>12. Recruitment 14. Selection (Code) 15. Transparency (Code) 17. Variations in the chronological order of CVs (Code)</p>	<p>1Q 2021 &amp; 2Q 2021</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> <li>Publish OTM-R Policy in Spanish and English online: Selection and recruiting guide and templates.</li> <li>Publish detailed scoring ranges.</li> <li>100% of job offers are published online and on EURAXESS.</li> <li>All job offers include additional information on job prospects and employment rights.</li> <li>The electronic platform supports all recruitment procedures.</li> <li>100% of candidates receive feedback.</li> <li>OTM-R and C&amp;C material and training courses available.</li> <li>100% of selection staff trained in OTM-R.</li> <li>At least 70% satisfaction with the quality of service.</li> </ul>	<p>In progress</p>	<p>This action is 80% completed.</p> <p>The working group leading the implementation of this action is formed by: Juan Carlos Gortázar (Director of the Human Resources Office), Victor Luis de Nicolás (Director of the Research Results Analysis Area), Carlos Rodríguez-Morcillo (TTO Director), Pablo Frías (Deputy Director of the School of Engineering (ICAI) and Research Coordinator), Sara Lumbreras (Deputy Director of Research Results of IIT), Rafael Jódar (Vice-Dean of Research of the Faculty of Human and Social Sciences), Ana Sofía Fernández (Research Coordinator of the University School of Nursing and Physiotherapy - San Juan de Dios), Javier Márquez (Vice-Dean of Institutional Relations and Research of the Faculty of Economics and Business Administration), Jose Luis Rey (Vice-Dean of Research of the Faculty of Law), and Ángel Cordovilla (Research Coordinator of the Faculty of Theology).</p> <p>A survey performed in October 2022 showed that more than 70% of researchers are aware of implementing a new recruitment procedure based upon OTM-R.</p> <p>COMILLAS already has a clear recruitment norm for researchers and professors aligned with OTM-R policies. An OTM-R policy is already published. These policies are also written in English.</p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/2_Reglamento_Incorporacion_y_Promocion_Profesores_e_Investigadores_Propios.pdf">https://www.comillas.edu/Documentos/HRS4R/2_Reglamento_Incorporacion_y_Promocion_Profesores_e_Investigadores_Propios.pdf</a></p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/12_Reglamento_Incorporacion_y_Promocion_Profesores_e_Investigadores_Propios_EN.pdf">https://www.comillas.edu/Documentos/HRS4R/12_Reglamento_Incorporacion_y_Promocion_Profesores_e_Investigadores_Propios_EN.pdf</a></p> <p>The most research-driven units of COMILLAS: IIT, The Faculty of Economics and Business, and the Faculty of Human and Social Sciences, presently publish their job offers both on the COMILLAS webpage, EURAXESS, and other job offers portals (Madri+d, Alumni Comillas, AECA, LinkedIn, EMAC, CCT FB, SCORAI...).</p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/3_IIT_EURAXESS_Actual_job_offers.pdf">https://www.comillas.edu/Documentos/HRS4R/3_IIT_EURAXESS_Actual_job_offers.pdf</a></p>

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
						<a href="https://www.iit.comillas.edu/contratosleF/">https://www.iit.comillas.edu/contratosleF/</a> <a href="https://www.comillas.edu/Documentos/HRS4R/4_plataforma_empleo.pdf">https://www.comillas.edu/Documentos/HRS4R/4_plataforma_empleo.pdf</a> COMILLAS has an electronic platform for the teachers' recruitment process and is developing a second platform for recruiting researchers. <a href="https://www.comillas.edu/Documentos/HRS4R/11_Herramienta_gestion_ofertas_y_solicitudes.pdf">https://www.comillas.edu/Documentos/HRS4R/11_Herramienta_gestion_ofertas_y_solicitudes.pdf</a> Rejected candidates receive feedback, although no references to their strengths and weaknesses are provided. <a href="https://www.comillas.edu/Documentos/HRS4R/5_refusal_letters.pdf">https://www.comillas.edu/Documentos/HRS4R/5_refusal_letters.pdf</a> The current job offers do not include information on job prospects, employment rights or scoring ranges.
<b>ACTION 2. ESTABLISH ACTIONS TO DEVELOP THE PROFESSIONAL CAREER WITHIN COMILLAS</b>  <ul style="list-style-type: none"> <li>Update and communicate "COMILLAS career development plan for teachers and researchers":               <ul style="list-style-type: none"> <li>Consider the figure of TENURE TRACK for new PhDs (with clear research objectives with deadlines and evaluation).</li> <li>Appoint a research manager from the institutes as a contact person for career-related issues.</li> </ul> </li> <li>Provide training in a professional career outside of COMILLAS.</li> <li>Publish the plan on the website and provide information during the welcome meeting.</li> <li>Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>	28. Career development 30. Access to career advice	3Q 2021 & 4Q 2021	Vice-Rector for Research and Faculty	<ul style="list-style-type: none"> <li>"COMILLAS career development plan" section available on the intranet.</li> <li>Research manager was appointed, and its contact details were published.</li> <li>Number of contacts to this research manager concerning professional career development.</li> <li>Number of visits to the career development section.</li> <li>100% of welcome meetings provide information on the career development plan.</li> <li>At least 70% satisfaction with the plan in the quality survey.</li> <li>At least 70% satisfaction with the Research Manager's help in the quality survey.</li> </ul>	In progress	This action is 80% completed.  The working group leading the implementation of this action is conducted by: Mariano Ventosa (Vice-Rector for Research and Faculty) and Carlos Rodríguez-Morcillo.  The professional career development plan is summarized in the "Regulations for the Incorporation and Promotion of Professors and Researchers": <a href="https://www.comillas.edu/Documentos/HRS4R/2_Reglamento_Incorporacion_y_Promocion_Profesores_e_Investigadores_Propios.pdf">https://www.comillas.edu/Documentos/HRS4R/2_Reglamento_Incorporacion_y_Promocion_Profesores_e_Investigadores_Propios.pdf</a> <a href="https://www.comillas.edu/Documentos/HRS4R/6_reglamento_promocion_IIT.pdf">https://www.comillas.edu/Documentos/HRS4R/6_reglamento_promocion_IIT.pdf</a>  A seminary in professional career option was provided on September 28, 2022. <a href="https://tv.comillas.edu/media/Seminario+Opciones+de+carrera+profesional+investigadora+28+09+2022/1_2ufvcc93">https://tv.comillas.edu/media/Seminario+Opciones+de+carrera+profesional+investigadora+28+09+2022/1_2ufvcc93</a>  IIT and the faculty of economics have defined a tenure track position. These researchers were evaluated after two years of performance. A permanent position contract is offered to researchers with a positive evaluation.  Presently, no information about professional career options outside COMILLAS is provided.
<b>ACTION 3. DESIGN AND LAUNCH A PILOT MENTORING PROGRAMME</b>  <ul style="list-style-type: none"> <li>Mentorship's benchmark of</li> </ul>	30. Access to career advice	1Q 2023 & 2Q 2023	Head of Research Results Analysis Area	<ul style="list-style-type: none"> <li>Mentorship programme published.</li> <li>Workshops and materials available for mentees.</li> <li>At least three mentors participate in the pilot programme.</li> </ul>	Extended	

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p>good international practices will be followed. It could be inspired by the REBECA programme (EURAXESS).</p> <ul style="list-style-type: none"> <li>• Design, deploy and evaluate a pilot mentoring programme for R1 and R2. Starting with the selection of a network of trained mentors, the programme aims to develop the potential of young researchers by transferring knowledge and learning through the experiences of seniority. Mentors (COMILLAS's researchers) will help and guide the mentees to develop their research careers and other aspects of their personal and professional life.</li> <li>• Training workshops and materials will be available for mentees.</li> <li>• Write the pilot report, update the programme and make it available to the research community.</li> <li>• Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>• Periodic evaluation of user satisfaction.</li> </ul>				<ul style="list-style-type: none"> <li>• At least 15 mentees follow the pilot mentorship programme.</li> <li>• Report on the pilot programme.</li> <li>• At least 70% satisfaction with the plan in the quality survey.</li> </ul>		
<p><b>ACTION 4. CUSTOMISE THE PERFORMANCE EVALUATION SYSTEM BY ADAPTING IT TO THE DIFFERENT AREAS OF KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• These evaluation templates, once the management approves, will be applied to evaluate all teachers and researchers.</li> <li>• Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>• Periodic evaluation of user</li> </ul>	11. Evaluation/appraisal systems	2Q 2021 & 3Q 2021. 1Q2022 1Q2023 1Q2024 1Q2025	Vice-Rector for Research and Faculty	<ul style="list-style-type: none"> <li>• Set the commission to define the evaluation templates.</li> <li>• Approval of the evaluation templates by the management.</li> <li>• 100% of researchers and teachers are evaluated using these templates.</li> <li>• At least 70% satisfaction in the quality survey.</li> </ul>	Completed	<p>The working group leading the implementation of this action is formed by: Mariano Ventosa, Víctor Luis de Nicolás, Antonio Muñoz (Director of the ICAI School of Engineering), Juan Arribas (Director of the University School of Nursing and Physiotherapy - San Juan de Dios), Teresa Corzo (Dean of the Faculty of Economics and Business Administration), Abel Veiga (Dean of the Faculty of Law), Francisco Ramírez (Dean of the Faculty of Theology and the Faculty of Canon Law), and Susanne Cadera (Dean of the Faculty of Human and Social Sciences).</p> <p>A new evaluation procedure and templates were designed and approved in 2020. This procedure presently evaluates all researchers.</p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/7_Modelo_Gestion_personal_docente_e_investigador.pdf">https://www.comillas.edu/Documentos/HRS4R/7_Modelo_Gestion_personal_docente_e_investigador.pdf</a></p> <p>A survey performed in October 2022 showed that more than 70% of researchers are aware of implementing a new evaluation procedure based upon OTM-R.</p>

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
satisfaction.						
<p><b>ACTION 5. PROMOTE THE TRANSVERSALITY OF THE INSTITUTION</b></p> <ul style="list-style-type: none"> <li>Organise annual meetings between researchers from different areas of interest, inter-group conferences, doctoral students, chairs and heads of research to promote synergies and: <ul style="list-style-type: none"> <li>present joint research projects,</li> <li>promote transversal research projects,</li> <li>elaborate a technology offer website.</li> </ul> </li> <li>This action is complementary to actions 8 and 9.</li> <li>Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>	23. Research environment	1Q 2022, 2Q 2022, 1Q 2023, 1Q 2024 & 1Q 2025,	TTO's Director	<ul style="list-style-type: none"> <li>Set a plan for quarterly meetings between institutes' stakeholders to define the context and agenda of the meeting sessions.</li> <li>Number of researchers that participate in the meeting.</li> <li>Number of transversal projects presented.</li> <li>Number of transversal meetings held.</li> <li>70% satisfaction at the end of this meeting.</li> </ul>	In progress	<p>This action is 30% completed.</p> <p>The working group leading the implementation of this action is formed by: Carlos Rodríguez-Morcillo, Sara Lumbreras, José Luis Arroyo, and Mariano Ventosa.</p> <p>Although there is no formal plan for quarterly meetings to foster the transversality of the institution, several actions and indicators show an improvement in its transversality.</p> <p>The Faculty of Economics and Business Administration (Comillas ICADE), in collaboration with the ICADE Business Club and Management Solutions, organized the Hackathons, a "research retreat" aimed at facilitating research collaborations. During the three days of the hackathon, research papers that could be published in scientific journals were designed.</p> <p><a href="https://www.youtube.com/watch?v=NuegJ95x3oo">https://www.youtube.com/watch?v=NuegJ95x3oo</a></p> <p><a href="https://www.comillas.edu/noticias/33-comillas-icade/icade-cee/4436-el-ii-hackathon-research-premia-las-mejores-investigaciones">https://www.comillas.edu/noticias/33-comillas-icade/icade-cee/4436-el-ii-hackathon-research-premia-las-mejores-investigaciones</a></p> <p>IIT's institute Research groups meet bimonthly to identify new synergies to create collaboration projects. In addition, a Workshop on Industrial Systems and Energy Technologies (JOSITE) in which the different research groups of IIT present to its colleges and external researchers from other universities one or several works carried out in the last year:</p> <p><a href="https://tv.comillas.edu/category/Centros%3EInstituto+de+Investigaci%C3%B3n+Tecnol%C3%B3gica+%28IIT%29%3EJornadas+y+Conferencias%3EJOSITE/69663521">https://tv.comillas.edu/category/Centros%3EInstituto+de+Investigaci%C3%B3n+Tecnol%C3%B3gica+%28IIT%29%3EJornadas+y+Conferencias%3EJOSITE/69663521</a></p> <p>The number of inter-faculty research publications has increased during these latest years: 2018 (8), 2019 (7), 2020 (9), and 2021 (34).</p> <p>10% of the papers published by COMILLAS are collaborations with other institutions.</p> <p>In Jun 2022. The Vice-rector of Research and Faculty met with the researchers appointed by the 30 COMILLAS chairs to foster collaboration and identify good research practices.</p> <p><a href="https://www.comillas.edu/noticias/23-investigacion/4230-las-catedras-herramientas-utiles-eficientes-e-innovadoras">https://www.comillas.edu/noticias/23-investigacion/4230-las-catedras-herramientas-utiles-eficientes-e-innovadoras</a></p>
<b>ACTION 6. IMPLEMENTING A COMPLAINTS MECHANISM</b>	34. Complaints/	4Q 2021 & 1Q 2022.	Head of Human	<ul style="list-style-type: none"> <li>Complaints procedure published.</li> <li>Complaints box available.</li> </ul>	Completed	The working group leading the implementation of this action is conducted by: Juan Carlos Gortázar and José

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<ul style="list-style-type: none"> <li>Define a complaints procedure and set up a virtual or physical complaints box. Write a complaints procedure and publish it on the intranet.</li> <li>Appoint a researchers' ombudsman (could be an academic or vice-rectorate figure), providing the necessary competencies for conflict mediation and resolution.</li> <li>The Ombudsman will present an annual report to COMILLAS' University community</li> <li>Update relevant information in the welcome manual and on the web.</li> <li>Communicate the procedure in the welcome meeting.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>	appeals		Resources	<ul style="list-style-type: none"> <li>Ombudsman appointed.</li> <li>Number of complaints received.</li> <li>Number of complaints mediated.</li> <li>Number of complaints solved.</li> <li>70% satisfaction in the quality survey</li> </ul>		<p>María Fernández-Rico (Quality and Prospective Unit Technician).</p> <p>A new complaint procedure upgrade was published in 2022 to facilitate the whole process.</p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/8_Gestion_r_eclamaciones.pdf">https://www.comillas.edu/Documentos/HRS4R/8_Gestion_r_eclamaciones.pdf</a></p> <p>The responsibility of each unit act as an ombudsman to mediate and solve the complaints within its unit. There has been a general decrease in the complaints received since 2019 (2019 - 79, 2020 - 38, 2021 - 40). All these complaints were processed and solved.</p>
<p><b>ACTION 7. PROMOTE THE POPULARISATION OF SCIENCE AND COMMUNICATION WITH SOCIETY</b></p> <ul style="list-style-type: none"> <li>Create a standard website for centralizing COMILLAS dissemination offers.</li> <li>Appoint the Chairs to support the initiatives of disseminating the science developed within COMILLAS.</li> <li>Increase the use of social networks for news dissemination</li> <li>Intensify activities to popularise science through the FECYT PRECIPITA and Science in Parliament programmes.</li> <li>Provide training sessions (online or offline) to researchers on science communication.</li> <li>Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>	9. Public engagement	1Q 2021 to 4Q 2025	TTO's Director	<ul style="list-style-type: none"> <li>Number of visits to the webpage.</li> <li>Increase at least 60% in the number of dissemination activities organised for society (seminars, open doors day, etc.).</li> <li>Increase at least 60% participation or researchers in dissemination activities.</li> <li>At least 30 researchers attend training sessions.</li> <li>70% satisfaction in the quality survey.</li> </ul>	In progress	<p>This action is 40% completed.</p> <p>Carlos Rodríguez-Morcillo and Mariano Ventosa form the working group leading the implementation of this action.</p> <p>COMILLAS has organized outreach events over these two years.</p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/9_eventos_divulgativos.pdf">https://www.comillas.edu/Documentos/HRS4R/9_eventos_divulgativos.pdf</a></p> <p>Webpage visits have increased since 2019:</p> <ul style="list-style-type: none"> <li>Home: <ul style="list-style-type: none"> <li>2019-2020 = 2.683.725</li> <li>2020-2021 = 6.626.450</li> <li>2021-2022 = 4.270.330</li> </ul> </li> <li>COMILLAS-news <ul style="list-style-type: none"> <li>2019-2020 = 338.146</li> <li>2020-2021 = 478.105</li> <li>2021-2022 = 269.435</li> </ul> </li> </ul> <p>COMILLAS has a strong presence in social networks. Although not all, most of the faculties have their social networks.</p> <p>The key numbers for October 2022 of the main corporative account are:</p> <ul style="list-style-type: none"> <li>Twitter: @UCOMILLAS 13,600 followers</li> <li>Instagram: ucomillas. 10,300 followers</li> <li>Youtube: Universidad Pontificia Comillas 2,372,468 views</li> <li>Facebook: Universidad Pontificia Comillas 15,808 likes and 17,000 followers</li> <li>LinkedIn: Universidad Pontificia Comillas ICAI-ICADE</li> </ul>

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
						116,700 contacts.
<p><b>ACTION 8. IMPROVE INTERNAL COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Create a website with information on: <ul style="list-style-type: none"> <li>- Presentation of the research groups (to make the research being carried out in the institution known). This action is complementary to Action 5.</li> <li>- Open access publication of staff research contributions (articles, books, projects).</li> </ul> </li> <li>• Improve the general awareness of: <ul style="list-style-type: none"> <li>- mobility options and support, and</li> <li>- a general framework for reducing teaching and research activity, with specific briefings, information published on the intranet, etc.</li> </ul> </li> <li>• Use online webinars to gather bother participation in these communication events</li> <li>• Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>• Periodic evaluation of user satisfaction.</li> </ul>	4. Professional attitude 23. Research environment 29. Value of mobility 33. Teaching	2Q 2022 & 3Q 2022	Head of Human Resources	<ul style="list-style-type: none"> <li>• 100% of groups have their webpage.</li> <li>• 100% Open access research contributions are centralised in a common repository.</li> <li>• Number of documents downloaded.</li> <li>• 70% satisfaction in the quality survey.</li> </ul>	Completed	<p>Juan Carlos Gortázar and Víctor Luis de Nicolás lead the working group overseeing the implementation of this action.</p> <p>A lecture from Isidro Aguillo, head of the Cybermetrics Lab (Scimago Group), on open science has been realized:</p> <p><a href="https://eventos.comillas.edu/57574/detail/ciencia-abierta-buenas-practicas-para-investigadores.html?private=01c1a4efaabca4f9ec5b">https://eventos.comillas.edu/57574/detail/ciencia-abierta-buenas-practicas-para-investigadores.html?private=01c1a4efaabca4f9ec5b</a></p> <p><a href="https://www.comillas.edu/Documentos/HRS4R/10_Conferencia_open_science.pdf">https://www.comillas.edu/Documentos/HRS4R/10_Conferencia_open_science.pdf</a></p> <p>All COMILLAS research groups have a webpage:</p> <p><a href="https://www.comillas.edu/investigacion/grupos/">https://www.comillas.edu/investigacion/grupos/</a></p> <p><a href="https://www.iit.comillas.edu/areas/">https://www.iit.comillas.edu/areas/</a></p> <p><a href="https://www.comillas.edu/catedras">https://www.comillas.edu/catedras</a></p> <p>100% of the COMILLAS publications are stored in the COMILLAS repository:</p> <p><a href="https://repositorio.comillas.edu/xmlui/">https://repositorio.comillas.edu/xmlui/</a></p> <p>In addition, the number of research papers published in open access is increasing yearly: 2018 (39,2%), 2019 (49,6%), 2020 (60,5%), and 2021 (62,9%).</p>
<p><b>ACTION 9. INCREASE PARTICIPATION IN COMPETITIVE PROJECTS</b></p> <ul style="list-style-type: none"> <li>• This action is complementary to Actions 5 and 8.</li> <li>• Provide updated, and continuous information on competitive funding calls for projects through a newsletter or a web platform.</li> <li>• Provide training courses (online and offline) on critical success factors for grants and fellowship international competitive projects.</li> <li>• Provide professional support to senior researchers for excellent competitive projects (e.g. ERC grants).</li> <li>• Organise internal support</li> </ul>	4. Professional attitude	3Q 2022 to 4Q 2025	TTO's Director	<ul style="list-style-type: none"> <li>• Number of visits to the competitive funding calls website.</li> <li>• At least 30% of active researchers attend training courses.</li> <li>• Mentors on project writing appointed.</li> <li>• Professional support for excellence calls available.</li> <li>• Increase in at least 30% of the number of transversal projects presented.</li> <li>• Increase at least 20% the number of projects awarded.</li> <li>• 70% satisfaction in the quality survey.</li> </ul>	In progress	<p>This action is 10% completed.</p> <p>The working group leading the implementation of this action is formed by Carlos Rodríguez-Morcillo, Pablo Frías, Ana Sofía Fernandes, Javier Márquez, Jose Luis Rey, Rafael Jódar, and Ángel Cordovilla.</p> <p>COMILLAS is increasing the number of national and European projects involved. 2019 - 18 (7 European and 11 national), 2020 - 35 (18 European and 17 National), and 2021 - 35 (21 European and 14 national).</p> <p>A survey performed in October 2022 showed that more the 75% of researchers are aware of the information about research projects provided by the TTO.</p>

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p>appointing mentors (senior researchers) to support junior researchers on competitive project writing.</p> <ul style="list-style-type: none"> <li>Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>						
<p><b>ACTION 10. COMPLETE THE TRAINING OFFER FOR RESEARCHERS</b></p> <ul style="list-style-type: none"> <li>Designing a teaching training plan based on the dissemination of knowledge (I was taught, and I teach) implementation and its monitoring.</li> <li>Provide courses for R3 and R4 in transversal skills such as Team Management, Project Management, Supervision, etc.</li> <li>Provide new courses to R1-R4 on: dissemination, project writing, etc.</li> <li>Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>Periodic evaluation of user satisfaction.</li> </ul>	40. Supervision	1Q 2022 to 2Q 2022	Head of Research Results Analysis Area	<ul style="list-style-type: none"> <li>New set of transversal skills training courses available.</li> <li>100% of new researchers attend the transversal skills training courses.</li> <li>Writing of the new training plan.</li> <li>100% of the teachers and researchers are familiar with this new training plan.</li> <li>At least 70% satisfaction in the quality survey.</li> </ul>	In progress	<p>This action is 80% completed.</p> <p>The working group leading the implementation of this action is formed by Víctor Luis de Nicolás, Mariano Ventosa, and José María Ortiz (Vice-Rector for Organization and Digital Transformation).</p> <p>DIFOPU provide training courses to researchers, many of which are aligned with HRS4R, for example, "Inclusion and diversity in teaching: managing richness in the classroom", "Incorporating Humanitas and Iustitia into subjects", and "Coaching tools for tutors".</p> <p>The number of researchers that attended these courses in the latest years is:</p> <ul style="list-style-type: none"> <li>The year 2019: Incorporating Humanitas and Iustitia into subjects: 18</li> <li>Coaching tools for tutors: 45</li> <li>The year 2021: Coaching tools for tutors: 8</li> <li>The year 2022: Coaching tools for tutors: 18</li> <li>Inclusion and diversity in teaching: managing richness in the classroom: 20</li> </ul> <p>In the year 2020, these courses were not imparted due to COVID restrictions.</p>
<p><b>ACTION 11. AWARENESS &amp; COMMUNICATION; LAUNCH AND MONITORING OF HRS4R AND OTM-R</b></p> <ul style="list-style-type: none"> <li>An implementation working group will be appointed with the task of defining and overseeing most of the actions, composed 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&amp;C criteria in the research community and everyday</li> </ul>	All	1Q 2021 to 4Q 2025	Head of Human Resources	<ul style="list-style-type: none"> <li>WG HRS4R constituted.</li> <li>WG OTM-R constituted.</li> <li>At least 50% of researchers attend C&amp;C training sessions.</li> <li>At least 50% of HR staff attendees at C&amp;C training sessions.</li> <li>Survey on HRS4R to address the awareness.</li> <li>Survey on quality satisfaction.</li> <li>Zero deviation in the chronogram of the Action Plan.</li> </ul>	In progress	<p>This action is 40% completed.</p> <p>Juan Carlos Gortázar and Carlos Rodríguez-Morcillo form the working group leading the implementation of this action.</p> <p>Two seminars were performed to disseminate the HRS4R strategy and COMILLAS' s training plan to researchers:</p> <ul style="list-style-type: none"> <li>July 7, 2022 <a href="https://cutt.ly/XLV5DbA">https://cutt.ly/XLV5DbA</a></li> <li>September 28, 2022 <a href="https://tv.comillas.edu/media/Seminario+Opciones+de+carrera+profesional+investigadora+28+09+2022/1_2ufvcc93">https://tv.comillas.edu/media/Seminario+Opciones+de+carrera+profesional+investigadora+28+09+2022/1_2ufvcc93</a></li> </ul> <p>Almost 100 different researchers assisted in the workshop:</p>

Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p>research practices by organising seminars or briefings for departments to influence the dissemination of the C&amp;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"> <li>• Training sessions on OTM-R for HR personnel and C&amp;C criteria for PI researchers and HR personnel will also be held.</li> <li>• New content on OTM-R and HRS4R will be available in Spanish and English on the website.</li> <li>• New survey on HRS4R will be sent to researchers before the intermediate review (2 years).</li> <li>• Monitoring of the action plan: 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.</li> <li>• Update relevant information in the welcome manual and on the web. Inform during the welcome session.</li> <li>• Periodic evaluation of user satisfaction.</li> </ul>						<p>- 82 attendees at the July 7 seminar</p> <p>- 59 attendees at the September 28 seminar</p>
<p><b>Action 12 INCREASE THE INTERNATIONALIZATION OF RESEARCH</b></p> <ul style="list-style-type: none"> <li>• Participate in a more significant number of international research projects,</li> <li>• Attract a higher percentage of international doctoral students.</li> <li>• Promote researcher mobility: encouraging research stays of PDIs, doctoral students,</li> <li>• Invite prestigious professors from other universities (In/Out Program)</li> <li>• Strengthen the creation of networks that would improve the capacity to obtain public (National Plan and H2020) and private funding projects, etc.</li> </ul>	<p>18. Recognition of mobility experience (Code), 23. Research environment</p>	<p>1Q 2023 to 4Q 2025</p>	<p>PO</p>	<ul style="list-style-type: none"> <li>• % increase in international projects is 10% each year.</li> <li>• Number of international students incorporated</li> <li>• Number of research mobilities is increased by 15% each year</li> <li>• Number of international visiting professors.</li> <li>• COMILLAS participates in 5 new networks</li> </ul>	<p>New</p>	
<p><b>Action 13 Foster HR to</b></p>	<p>23. Research</p>	<p>3Q, 4Q</p>	<p>Head of</p>	<ul style="list-style-type: none"> <li>• Remote work is enabled to a 30%</li> </ul>	<p>New</p>	



Action	GAP Principle(s)	Timing	Responsible Unit	Indicators/Target(s)	Current Status	Remarks
<p><b>PROMOTE COMILLAS's Staff DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Continue to promote measures that favour the reconciliation of work and family life, seeking the compatibility of the proper functioning of the University with balanced and responsible family lives.</li> <li>• Design an internal communication plan that facilitates the dissemination among the PDI/PAS of the agreements, measures or initiatives carried out by the different Governing Bodies of the University.</li> </ul>	<p>environment, 24. Working conditions</p>	<p>2023 3Q, 4Q 2024 3Q, 4Q 2025</p>	<p>Human Resources and head of Organization and Staff Office</p>	<p>each six months</p> <ul style="list-style-type: none"> <li>• Flexible working time is adopted</li> <li>• The communication plan is published on the web</li> <li>• 100% of the newcomers receive information about the plan</li> </ul>		