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# HRS4R

## Human Resources Strategy for Researchers

**Implementation of the improved action plan  
2024-2026**

**Case number:** 2019ES372205

**Name Organisation under review:** Universitat Oberta de Catalunya

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## HR STRATEGY – ACTION PLAN 2024-2026

### 1. Organisational Information

**Name Organization under review:**

[Universitat Oberta de Catalunya](#) (Open University of Catalonia, UOC)

**Organization’s contact details:**

Legal address: Avinguda Tibidabo, 39-43 – 08035 Barcelona, Spain

Contact address: Research and Innovation Area & Human Resources and  
Specialization Centre for Talent & Reference center for Research  
Rambla Poble Nou, 154-156 (Barcelona)  
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**Web link to published version of organization’s HR Strategy and Action Plan:**

<https://research.uoc.edu/portal/en/ri/colaboracio/hrs4r/index.html>

**Web-link to organizational recruitment policy (OTM-R principles):**

[Web HRS4R](#)  
[Join our team](#)

**SUBMISSION DATE TO THE EUROPEAN COMMISSION:** 1 March 2024

### 1. ORGANIZATIONAL INFORMATION

*Please provide an update of the key figures for your organization. Figures marked \* are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	550
Of whom are international (i.e. foreign nationality) *	87
Of whom are externally funded (i.e. for whom the organization is host organization) *	604
Of whom are women *	282
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	222
Of whom are stage R2 = in most organizations corresponding with postdoctoral level *	136
Of whom are stage R1 = in most organizations corresponding with doctoral level *	192
Total number of students (if relevant) *	462
Total number of staff (including management, administrative, teaching and	1529

research staff) *	
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<b>RESEARCH FUNDING (figures for most recent fiscal year) (2022)</b>	<b>€</b>
total annual organizational budget	<b>160.000.910</b>
Annual organizational direct government funding (designated for research)	<b>330.100</b>
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations – including EU funding)	<b>7.660.026</b>
Annual funding from private, non-government sources, designated for research	<b>690.212</b>

<b>ORGANIZATIONAL PROFILE (a very brief description of your organization, max. 100 words)</b>
<p>Since its creation in 1994 as a state-of-the art technological university with a highly innovative learning model, the <u>UOC</u> is one of the world's premier online universities. UOC's core goal is to be the university of the knowledge society, promoting innovative education, personalized learning, technological leadership, R&amp;D work on the information society and eLearning. The UOC's research and innovation activity is performed within the Doctoral School and its 52 R&amp;I groups, including the Internet Interdisciplinary Institute (IN3) and the eHealth Center (eHC). Finally, the eLearning Innovation Center (eLinC) drives the evolution of our educational model through innovations in digitally-enhanced learning.</p>

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

### General Strengths and Weaknesses (Award Renewal)

#### General Strengths

A new executive leadership team, led by Rector Angels Fitó, took office in April 2023. Under the new organizational structure, the Office of the Vice Rector for Research and Innovation became the Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship (headed by Vice Rector Xavier Vilajosana) and the existing Office of the Deputy General Manager for Research and Knowledge Transfer was left in place. This structure reflects the scale of research, knowledge transfer and entrepreneurship at the UOC in recent years and their importance to the institution. The strategy defined by the Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship for the coming years identifies three main lines of action that will be key in its continued efforts to promote research, support researchers in this process and facilitate their daily work. These priorities are also fully in line with the HRS4R plan proposed for the coming years. They are (1) to provide the structure and resources necessary to consolidate research at the UOC; (2) to structure, promote and raise the profile of knowledge transfer initiatives; and (3) to showcase the UOC as a university of excellence in research and knowledge transfer.

Finally, in 2023, the UOC recognized the need to bring research and teaching staff (researchers and teachers) under a single policy, to be negotiated in 2024.

#### General Weaknesses

We therefore faced both a change of leadership and a new negotiation of the UOC collective agreement. This led us to rethink some of the actions already under way and to negotiate a single policy for teaching and research staff. Negotiations on the various points of the platforms presented by the company and the employee representatives will now follow a fixed timetable. In the meantime, the current agreement will remain in force with its regulatory and binding clauses.

### Ethical and Professional Aspects

#### Ethical and Professional Aspects (Award Renewal) max 500 words

#### Strengths

- Information and dissemination mechanisms are adequate and there is a positive perception of the dissemination of research results to society.
- There is adequate support for legal protection and intellectual property rights.
- The UOC's code of good practice in research is well-known in the community.

- There are adequate tools in place to ensure the quality of research and to avoid ethical problems in the behaviour of research staff, and the role of the UOC Research Ethics Committee is known.
- There is also awareness of the UOC Equality Unit and its roles and responsibilities.

### Weaknesses

- It is considered necessary to provide training in research ethics to all research staff, especially doctoral, master's and bachelor's students.
- Internal dissemination of the code of good practice in research and the ethical principles for new recruits must be continued.
- The Equality Unit has a strong focus on gender, but there are other aspects and even areas of intersectionality that affect real equality.
- The Interdisciplinary R&I Hub has great potential and it is therefore important to implement initiatives to promote the use of its laboratories by both in-house staff and third parties. To this end, the rules and regulations for operating and using the laboratories must be better defined.

### Remarks (max 500 words)

During the plan's four-year implementation period, progress has been made in improving researchers' perception of ethical and professional aspects. The UOC has taken into account the views of researchers throughout the process of defining and adapting the actions to be implemented.

The [ethics kit](#) was developed in the previous plan as a set of resources for researchers.

The following measures have been implemented to address the weaknesses identified in the interim review:

- Ethics and data protection in R&I projects: on-demand [sessions](#) to receive advice on the correct legal framework for data protection and the regulations applicable to R&I, as well as assistance in entering information in the ethical protocol and data protection forms. This training is currently provided at the request of the researcher, research group, research centre or faculty and lasts one hour.

Training in ethics and data protection is currently available to all research staff. However, particular attention needs to be paid to researchers at the early stages of their careers. Therefore, the new plan proposed for the coming years will introduce mandatory training in ethics for doctoral students.

With regard to the competencies and skills involved in pursuing a research career, the UOC research profile descriptors still need to be analysed in more detail in order to better align them with European profiles.

As stated in the previous report, work continued on the implementation and promotion of the Gender Equality Plan 2020-2025. In addition, the Equality Office has now become the Equity Office. The aim of this change is to embrace the diversity of all people and to achieve gender equity.

## Recruitment and Selection

### Recruitment and Selection (Award Renewal) max 500 words

#### Strengths

- Standardized and integrated selection and recruitment policies and procedures.
- The Personnel department is made up of the Specialization Centre for Talent and the Reference Centre for Research, which have the necessary experience and resources, including a dedicated space on the website for posting job vacancies.
- No discrimination (on the basis of age, ethnicity, gender, etc.) in selection processes.
- Ensures gender equality in treatment and access to selection and promotion procedures.
- Recruitment policies, processes and procedures are C&C and OTM-R compliant.
- Vacancy notices are published well in advance of the selection process.
- Qualitative and quantitative outcomes are assessed in selection processes, with a focus on the outcomes of a diversified career path.
- The candidate's merits are taken into account as assessment criteria in the selection process for research staff at the UOC.
- Mobility experience is considered a plus in the selection process.

#### Weaknesses

- Although the UOC has worked to make its selection criteria more transparent, they still need to be better communicated and publicized.
- Selection committee members have the right experience to assess candidates, but some hiring managers still need tools to fully understand their role in the selection and recruitment process and to have certain resources available to them while fulfilling this role.
- Better support is needed for the recruitment and selection of researchers from other countries, in particular from outside the European Union.
- The assessment criteria for diversified career paths need to be reviewed.
- The teaching and research staff policy needs to be reformulated to ensure greater talent retention, so that these individuals can continue to develop professionally at the UOC.

#### Remarks (max 500 words)

The UOC is ongoing and fully committed to open, transparent and merit-based recruitment and selection, and has continued its efforts to develop an environment that promotes the application of OTM-R principles in its selection processes, while attracting the best talent. So, the UOC has been working to address the weaknesses detected in the Interim Assessment Phase:

The UOC has worked to provide information on its OTM-R policy, although there is space for continuous improvement:

Several actions have been taken, as detailed in the remarks on Actions 5 and 7 of the current Action Plan, to ensure that research staff involved in selection processes have a better understanding of OTM-R principles so that they can apply them when selecting teaching and research staff. The application of

OTM-R principles in the UOC's selection processes is also explained in order to raise awareness among potential candidates.

. Improve candidates' experience as regards the assessment criteria, linked with the aspects of the C&C identified in the Gap Analysis (16 - Judging merit (Code)):

The entire selection process has been reviewed to ensure that the objective eligibility requirements for a vacancy are respected throughout the process, thus creating a better experience for candidates.

Other actions have also helped to streamline and improve selection processes in line with OTM-R and C&C principles:

The UOC has been active in developing a quality control system with a twofold purpose: (1) to ensure that teaching and research staff selection processes are carried out in accordance with OTM-R principles, and (2) to promote the continuous improvement of the policies, processes and procedures involved in talent selection by carrying out an annual review of the processes and identifying areas for improvement to be addressed in the following year. As part of the continuous improvement process, a new action has been identified in the Action Plan 2024-2026 to fully integrate research staff into this system.

In September 2022, the UOC also launched a new selection tool called Selendalia, which allows for the complete management of all selection processes

This tool has made the selection processes more effective and efficient, helping to ensure that candidates are selected on the basis of objective criteria, guaranteeing the traceability of information and optimizing communication with candidates, thus improving transparency and their overall experience.

The UOC has also reviewed and updated the OTM-R checklist, which is available in the HRS4R section of the UOC website.

Finally, several actions have been taken to support the recruitment of research talent through competitive calls for funding, including the launch of a website with funding programmes available to researchers at different stages of their careers, the planning and implementation of a joint working strategy with the Doctoral School, the dissemination of talent recruitment and research career opportunities at different stages, and the search for funding for UOC doctoral programmes. Seminars have also been organized for [the Doctoral School](#) and, as of 2023, will now be included in the UOC's training plans.

## Working Conditions and Social Security

### Working conditions and social security (Award Renewal) max 500 words

#### Strengths

- Teaching and research activities are supported.
- Knowledge transfer is supported.
- Appropriate working conditions are ensured for research staff, including people with disabilities, in accordance with current legislation.
- Measures are taken to ensure that research staff are familiar with the employment legislation that applies to them in relation to working conditions and training.
- An induction process for new recruits facilitates their integration into the institution and ensures

their well-being.

- The institution provides access to the appropriate resources and facilities for research.
- Workplace well-being and safety are supported.

### Weaknesses

- The new way of working needs to be updated to unite the team and create a sense of belonging.
- Access to the hub needs to be improved to facilitate informal conversations and meetings.
- Researchers need more support to carry out their work and further their careers.
- A study could be carried out to determine the amount of time spent on teaching and research.
- The mobility activities and careers of teaching and research staff need to be better supported.

### Remarks (max 500 words)

. Negotiations began in 2023 on a new collective agreement for the FUOC to replace the one in force since 2012, and a new agreement will be negotiated in 2024 to improve working conditions for all employees.

. With regard to new ways of working, a working group has been monitoring e-work and analysing how it is perceived. Criteria for working in the office were defined, together with protocols for meetings and digital disconnection. Everyone's workstation was replaced (laptops, screens, etc.), the workspaces in the buildings were adapted and more rooms were made available, and digital skills training was provided.

. The Health and Safety Service carries out many activities to address psychosocial risks, improve physical and mental health (through a psychologist) and prevent illness. It will continue to promote health in the coming years. In addition, following a review by the Health and Safety Committee, the Executive Board approved and published the third version of the protocol for psychological harassment at work in December 2023. The new protocol includes changes to the process for reporting harassment, expands its scope, adds a member of the Compliance Committee to the investigation committees, and contains other improvements based on the experience gained during the time that the protocol has been in place at the UOC. A case of psychological harassment at work can be reported with a single click in the **Co-Resol** application or by sending an email to **salut@uoc.edu**.

. Work was done to inaugurate the new research hub and efforts will continue during the new action plan to establish its operations, promote interdisciplinary collaboration between different UOC groups and forge alliances with the productive and social sectors.



## Training and Development

### Training and development (Award Renewal) max 500 words

#### Strengths

- Researchers are encouraged to enhance their training through a variety of means, including participation in seminars, workshops and online training activities.
- Geographical, intersectoral, interdisciplinary and online mobility, as well as mobility between the public and private sectors, is recognized as a means of professional development at any stage of a researcher's career.
- An annual training plan for teaching and research staff is in place and disseminated to raise awareness.
- There is a process for professional improvement and development based on objectives.

#### Weaknesses

- Teaching and research staff need better access to tools and resources that can help them develop their research careers.
- The new training needs of teaching and research staff identified during the award renewal phase must be reviewed and prioritized as part of the update of the teaching and research staff training plan.
- The competencies involved in the research career path need to be reviewed and updated, and the plan for communicating them needs to be implemented.

#### Remarks (max 500 words)

The UOC has worked to address the weaknesses identified during the interim review phase:

. Opportunity to increase staff awareness of training opportunities for professional development:

Since 2021, efforts have been made to identify the specific training needs of teaching and research staff, leading to the development and implementation of a specific training plan. Some of the actions included in this plan are common to both groups, while others are separated according to the needs of each year.

The training plans for 2021, 2022 and 2023 have been distributed to researchers and teaching and research staff through various channels and media.

The need to move training for the entire staff online became particularly apparent during the pandemic, highlighting the importance of adapting training processes to the new open work model. This led to the launch in 2022 of @AteneaAcademy, a new corporate learning environment (learning management system for the entire staff. This system facilitates the training and development of internal talent, improves the training experience and makes access to training activities more flexible. Despite recent progress and

improvements in access to training for teaching and research staff, it has been decided to update the training plan for this group by including a new related action in the 2024-2026 Action Plan. The aim is to fully integrate the training needs arising from the UOC's new strategic directions following the change in its Executive Board. This will involve identifying these needs and designing and implementing the training together with the Office of the Vice Rector for Teaching and Learning and the eLearning Innovation Center.

. Need to continue developing the current performance management model so as to include all the UOC's research profiles and thus contribute towards their professional development.

The UOC has a performance appraisal system called People Review, which remains in place for administrative staff. This system was also used for teaching and research staff until 2022 to draw conclusions about their competency development.

As a result of the interim assessment phase, the UOC is considering reviewing the process to adapt it to the R-level system and to include all research profiles. The People Review system for teaching and research staff has ultimately evolved into a model of individual goal setting, with five categories of goals defined by the faculties and research centres. One of these categories is Personal Development, where competencies are taken into account and the appraisal interview is still used. During this interview, the teaching and research staff and their managers exchange views on their professional development. The aim is to build on the person's strengths and explore areas for improvement in order to agree on an action plan that will facilitate the staff member's development.

The Personnel department is currently working together with the Employees' Committee and the Office of the Vice President for Governance and Academic Policy on the new policy for the UOC's teaching and research staff, which would encompass both research staff and teaching and research staff. These negotiations will cover research careers, mobility and teaching.

### Have any of the priorities for the short- and medium term changed?

- In January 2024, the UOC launched the first call for applications for the Research Intensification Programme, which aims to boost research, knowledge transfer and entrepreneurship activities among teaching and research staff. The main goal of this initiative is to allow UOC teaching and research staff to devote an academic year to the intensive pursuit of research activities, in order to launch, advance or consolidate their research careers.
- In the latest call for applications for Ramón y Cajal researchers, the UOC offered 20 places, up from 11 the previous year. With this increase, the UOC aims to promote research in areas of knowledge such as economics, psychology and environmental sciences and technologies.

The new actions resulting from the workshops held with the Advisory and Working Group (AWG) have also been incorporated into the UOC's Strategic Plan 2024-2026.

**Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

Managers are free to determine how often their teams are required to work in the office, depending on the needs of the team and the tasks and responsibilities expected of them.  
There will also be an annual review of in-office work arrangements.

**Are any strategic decisions under way that may influence the action plan?**

As mentioned above, the new executive leadership team is pursuing new policies to promote research, innovation and entrepreneurship, which will undoubtedly have a positive impact on the proposed plan.

In February 2024, the UOC submitted a proposal entitled Open EU to the Erasmus+ European Alliances call. The alliance is made up of 14 universities and 12 organizations from across Europe that are committed to strengthening and improving the European university system, while continuing to expand opportunities for access to higher education and lifelong learning. The four-year project addresses aspects that are fully in line with our HRS4R plan and, if approved, will have a significant impact at all levels of the university. Among other things, the project will promote:

- Mobility of teaching, research and administrative staff.
- Open science, open education and open data practices.
- Collaboration with the productive and social sectors, both locally and internationally.
- Training programmes on inclusive gender equality for all staff.
- Community engagement.

Lastly, a proposal has been submitted to the European COFUND programme to fund the UOC's predoctoral programme. If approved, it would increase the internationalization, interdisciplinarity and intersectorality of this programme, encouraging research stays in institutions abroad and collaboration with the industrial sector. In turn, this programme would improve the training offered and, more generally, equip doctoral students with better scientific and cross-disciplinary skills, which would have a direct impact on their future employability.

All these actions are expected to have a significant impact on the UOC's visibility, both nationally and internationally, and to act as a catalyst for new actions and initiatives that will position the UOC as the world's leading open university.

### 3. ACTIONS

#### Implementation of the improved action plan. Action Plan 2024-2026

Action	Timing						Responsible Unit	Indicator(s) / Target(s)
	21	22	23	24	25	26		
	Only for previous actions			Only for active & new actions				
<b>1.Review and update the research career path competencies and skills (1)</b>				Q3			<ul style="list-style-type: none"> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Office of the Vice Rector for Governance and Academic Policy</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>. Research Career Path review approved by governing bodies</li> <li>. Publication</li> </ul>
<b>2.Review and update the research career path competencies and skills (communication plan) (2)</b>				Q4			<ul style="list-style-type: none"> <li>. Communications</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Communication plan finalized</li> <li>. Communication actions (workshops and information provided)</li> </ul>
<b>3.Mobility Policy (3)</b>			Q2		Q2		<ul style="list-style-type: none"> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Mobility policy publication</li> </ul>
<b>4.Development and implementation of the actions specific for R&amp;I included in the UOC's Equality Plan (21)</b>				Q3		Q4	<ul style="list-style-type: none"> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer</li> </ul>	<ul style="list-style-type: none"> <li>. Equality plan approved by governing bodies with specific actions for R&amp;I</li> <li>. Publication</li> <li>. Equality plan follow-up reports</li> </ul>
<b>5.R&amp;I Research Policy (27)</b>			Q4	Q4			<ul style="list-style-type: none"> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Publication</li> </ul>

Action	Timing						Responsible Unit	Indicator(s) / Target(s)
	21	22	23	24	25	26		
	Only for previous actions			Only for active & new actions				
<b>6. Policy on attracting talent through competitive calls (28)</b>					Q4		<ul style="list-style-type: none"> <li>. Communications</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>. R&amp;I department</li> </ul>	<ul style="list-style-type: none"> <li>. Follow-up report</li> </ul>
<b>7. Recruitment of predoctoral students (29)</b>				Q2			<ul style="list-style-type: none"> <li>. Doctoral School</li> <li>. R&amp;I department</li> </ul>	<ul style="list-style-type: none"> <li>. Working group meetings</li> <li>. Draft</li> </ul>
<b>8 Promotion of alliances with the productive and social sectors (30)</b>						Q4	<ul style="list-style-type: none"> <li>. Communications</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>. R&amp;I department</li> </ul>	<ul style="list-style-type: none"> <li>Working groups meetings</li> </ul>
<b>9. Establishment of the hub's operating rules and promotion plan (31)</b>				Q4			<ul style="list-style-type: none"> <li>. Scientific and Technical Services Office</li> <li>. Communications</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer.</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Publication</li> </ul>
<b>10. Promotion of interdisciplinary collaboration between UOC groups (32)</b>						Q4	<ul style="list-style-type: none"> <li>. Communications</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>. R&amp;I department</li> </ul>	<ul style="list-style-type: none"> <li>Follow-up report</li> </ul>

Action	Timing						Responsible Unit	Indicator(s) / Target(s)
	21	22	23	24	25	26		
	Only for previous actions			Only for active & new actions				
13.Updated training plan for teaching and research staff (35)				Q3			. Personnel, Specialization Centre for Talent & Reference center for Research	. Approval by governing bodies . Publication
14.Updated training plan for teaching and research staff (communication plan) (36)				Q3			. Personnel, Specialization Centre for Talent & Reference center for Research	. Approval by governing bodies . Publication
15.Communication plan regarding the transparency of selection criteria:  <ul style="list-style-type: none"> <li>• Explain how we apply the gender perspective in selection processes.</li> <li>• Explain promotion criteria.</li> <li>• Disseminate and raise awareness of selection processes and procedures for teaching and research staff (37)</li> </ul>				Q3			. Communications . Personnel, Specialization Centre for Talent & Reference center for Research	. Approval by governing bodies . Publication
16.Updated quality control system to ensure that processes related to research staff recruitment, training and development are OTM-R compliant.  Include research profiles in the documented processes of the IQAS in addition to the teaching and research staff in order to cover all teachers and researchers.(38)					Q1		. Personnel, Specialization Centre for Talent & Reference center for Research	. Approval by governing bodies . Publication of updated policies, processes and procedures

**EXTENDED**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
1	Research career path competencies and skills	Review and update the research career path competencies and skills	11, 12, 14, 15, 17, 18, 21, 22, 25, 26, 28, 29, 30, 31, 33, 38

DESCRIPTION
<p>Once the teaching and research staff policy has been further developed and the profiles to be included have been defined, the competencies for each level will be adjusted again to bring them into line with the European profiles (R1, R2, R3 and R4). The definition of these competencies will also have to be linked to the CoARA commitments and the CoARA Action Plan. Work on the new teaching and research staff policy is under way with the Employees' Committee and the Office of the Vice Rector.</p> <p>Consideration is also being given to the creation of a specific section on the internal HRS4R web page to provide teaching and research staff, mainly R1s, with tools to help them develop their research careers.</p>

TARGETED WEAKNESS	TR	Initial phase			Only for previous actions			Only for active & new actions		
		18	19	20	21	22	23	24	25	26
The research career path competencies and skills need to be reviewed and updated taking into account the European research profile descriptors and linked to the CoARA commitments and the CoARA Action Plan. Need of a more detailed system to balance the teaching load taking into consideration research achievements, research objectives and prospects.	All (R1-R4)		Q4		Q3			Q3		

Responsible(s)	Participant(s)
Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship .Personnel, Specialization Centre for Talent & Reference Centre for Research	. Office of the Deputy General Manager for Research and Knowledge Transfer .Office of the Vice Rector for Governance and Academic Policy . Office of the Deputy General Manager . R&I department . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Inclusion in the Strategic Plan . Working group meetings . Drafts	. Research Career Path review approved by governing bodies . Publication

Current status
In progress new action plan 2024

**EXTENDED**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
2	1. Research career path competencies and skills	Review and update the research career path competencies and skills (communication plan)	11, 12, 14, 15, 17, 18, 21, 22, 25, 26, 28, 29, 30, 31, 33, 38

DESCRIPTION
Communication plan for the review and update of the research career path competencies and skills as an integral part of adopting the EU Charter and Code for Researchers.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
The research career path competencies need to be reviewed and updated taking into account the European research profile descriptors and linked to the CoARA commitments and the CoARA Action Plan. There is also a need for a more detailed system for balancing teaching loads, taking into account research achievements, research objectives and prospects.	All (R1-R4)	Q4			Q4		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>. Communications</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	Office of the Deputy General Manager for Research and Knowledge Transfer. <ul style="list-style-type: none"> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Office of the General Manager</li> <li>. R&amp;I department</li> <li>. Research Communication Committee</li> <li>. UOC HRS4R Implementation and Monitoring Committee</li> <li>. UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>. Working group meetings</li> <li>. Drafts</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Communication plan finalized</li> <li>. Communication actions (workshops and information provided)</li> </ul>

Current status
In progress new action plan 2024



**EXTENDED**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
3	2. Mobility and research sabbatical stays abroad	Mobility Policy	18, 21

DESCRIPTION
A mobility policy will be created with specific measures regarding mobility and research sabbatical stays abroad. Special attention will be given to intersectorial, inter- and transdisciplinary nobilities. Virtual mobility and mobility between the public and private sector will also be considered taking into consideration the UOC's nature (virtual university).

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Mobility as part of the assessment of the research career and lack of specific policy regarding stays abroad	All (R1-R4)			Q2		Q2	

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>. Office of the Vice President for Strategic Planning and Research</li> <li>. Office of the Deputy General Manager for R&amp;I</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>Office of the Deputy General Manager for Research and Knowledge Transfer.</li> <li>. R&amp;I department</li> <li>. UOC HRS4R Implementation and Monitoring Committee</li> <li>. UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>. Inclusion in the Strategic Plan</li> <li>. Working group meetings</li> <li>. Drafts</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Mobility policy publication</li> </ul>

Current status
In progress new action plan 2024

**EXTENDED**

A.No	FOCUS AREA	TITLE	C&C PRINCIPLES
21	Gender balance and equity	Development and implementation of the actions specific for R&I included in the UOC's Equality Plan	2, 5, 10, 11, 12, 13, 14, 15, 16, 23, 24, 25, 26, 27, 28, 34, 35, 38.

DESCRIPTION
The UOC has engaged in significant efforts within the last period in continuing to work to promote a new Gender Equality Plan in response to a broader regulatory framework than the previous one organized into five backbones: Organization, Communication, Research, Evaluation and Teaching. The Plan addresses important aspects related to the principles of ethics and professionalism of the C&C and has been promoted by the Equality Unit. Through this Gender Equality Plan 2020-2024, the University wants to materialize its commitment to equality and the eradication of violence against women based on its role as a generator and disseminator of knowledge.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Need for better talent acquisition and development policies specific for research (specific actions for R&I included in the equality plan).	All (R1-R4)			Q4			Q4

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer.</li> </ul>	<ul style="list-style-type: none"> <li>. R&amp;I department</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>. UOC HRS4R Implementation and Monitoring Committee</li> <li>. UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>. Inclusion in the Strategic Plan</li> <li>. Working group meetings</li> </ul>	<ul style="list-style-type: none"> <li>. Equality plan approved by governing bodies with specific actions for R&amp;I</li> <li>. Publication</li> <li>. Equality plan follow-up reports</li> </ul>

Current status
In progress new action plan 2024

**In progress new action plan 2024**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
27	R&I Job classification system and remuneration policy	R&I Research Policy	12,16,17,18,20,23

DESCRIPTION
Define a R&I research policy to adapt the classification system to European profiles (R1,R2,R3,R4), revision of salary bands.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
R&I Research Policy	All (R1-R4)		Q1		Q4		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>Office of the Deputy General Manager for Research and Knowledge Transfer.</li> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Office of the General Manager</li> <li>. R&amp;I department</li> <li>. UOC HRS4R Implementation and Monitoring Committee</li> <li>. UOC HRS4R Advisory and Working Group</li> <li>-Employee's Committee</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>. Inclusion in the Strategic Plan</li> <li>. Working group meetings</li> <li>. Draft</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Publication</li> </ul>

Current status
New action 2023 In progress new action plan 2024

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
28	4. Talent acquisition and development	Policy on attracting talent through competitive calls	16,17,18,20

DESCRIPTION
Drawing up a policy for attracting talent through competitive calls (Ramón y Cajal, Juan de la Cierva, ATRAE, etc.), defining the criteria for selecting staff, bearing in mind that in many cases co-financing by the institution is required, that there is usually a maximum number of posts that can be offered and that in some cases this may involve the creation of a permanent post at the end of the grant.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Need for better talent acquisition and development policies specific for competitive calls	All (R1-R4)					Q4	

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>. Office of the Deputy General Manager for Research and Knowledge Transfer.</li> <li>. Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>. R&amp;I department</li> <li>. Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>. UOC HRS4R Implementation and Monitoring Committee</li> <li>. UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>. Working group meetings</li> <li>. Draft</li> </ul>	<ul style="list-style-type: none"> <li>. Approval by governing bodies</li> <li>. Publication</li> </ul>

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
29	4. Talent acquisition and development	Recruitment of predoctoral students	16,18, 20, 21, 22, 23, 33, 34, 35, 37

DESCRIPTION
Apply for funding from the COFUND programme to implement a predoctoral training programme that promotes international mobility and interdisciplinary and intersectoral research.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Need for better talent acquisition - PhD	R1				Q2		

Responsible(s)	Participant(s)
. Doctoral School . R&I department	. R&I department . Personnel, Specialization Centre for Talent & Reference center for Research . UOC HRS4R Implementation and Monitoring Committee . UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
. Working group meetings . Draft	Proposal submitted

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
30	8. Dissemination and public engagement	Promotion of alliances with the productive and social sectors	8, 9, 15

DESCRIPTION
Promote activities in the hub, with research as the central pillar of collaboration (using the university's research and its research hub as a central track for developing alliances with third parties), and promote public participation in research activities.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Initiatives must be carried out to promote the use of the laboratories by both in-house staff and third parties.	All (R1-R4)						Q4

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>· Communications</li> <li>· Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>· R&amp;I department</li> </ul>	<ul style="list-style-type: none"> <li>· Executive Committee for the Promotion of the UOC R&amp;I Hub</li> <li>· Event Coordination and Protocol Office</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
Working groups meetings	Activity report

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
31	10. Research environment	Establishment of the Hub's operating rules and promotion plan	7, 8, 15

DESCRIPTION
Establish Hub operations to ensure the correct use of resources by all research staff and promote the use of the available facilities internally and externally.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Initiatives must be carried out to promote the use of the laboratories by both in-house staff and third parties.	All (R1-R4)				Q4		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>· Scientific and Technical Services Office</li> <li>· Communications</li> <li>· Office of the Deputy General Manager for Research and Knowledge Transfer</li> </ul>	<ul style="list-style-type: none"> <li>· Executive Committee for the Promotion of the UOC</li> <li>· Scientific and Technical Services Office</li> <li>· Communications</li> <li>· Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>· UOC HRS4R Implementation and Monitoring Committee</li> <li>· UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
Working group meetings	Approval by governing bodies

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
32	10. Research environment	Promotion of interdisciplinary collaboration between UOC groups	32, 33, 34, 35, 38

DESCRIPTION
Organize internal meetings to promote collaboration between research groups / faculties.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Encourage interdisciplinary efforts	All (R1-R4)						Q4

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>· Communications</li> <li>· Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>· R&amp;I department</li> </ul>	<ul style="list-style-type: none"> <li>· Communications</li> <li>· Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>· R&amp;I department</li> <li>· UOC HRS4R Implementation and Monitoring Committee</li> <li>· UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
Working groups meetings	Activity report

Current status
New action



**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
33	12. Assessment of competencies and skills of the research career	Development and implementation of the actions in the Research Assessment Reform Plan 2024-2027	32, 33, 34, 35, 38

DESCRIPTION
Development and implementation of the actions in the Research Assessment Reform Plan 2024-2027 to continue reforming research assessment at the university.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
The assessment criteria for diversified career paths need to be reviewed.	All (R1-R4)						Q4

Responsible(s)	Participant(s)
· Open Science	· Open Science · UOC HRS4R Implementation and Monitoring Committee · UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
Working group meetings	CoARA follow-up reports

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
34	3. OTMR-Improvement	Communication plan to raise awareness of the C&C and the HRS4R seal among UOC staff	12, 13, 14, 15, 16, 17, 18, 21

DESCRIPTION
<p>Communication plan to raise awareness among UOC staff, especially teaching and research staff, of the following aspects:</p> <ul style="list-style-type: none"> <li>- (Charter and Code)</li> <li>- HRS4R seal awarded to the UOC by the European Commission</li> <li>- Internal HRS4R web page</li> </ul>

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
The results of the survey carried out to prepare the new action plan for 2024-2026 showed the need to set up communication actions to help teaching and research staff become more familiar with the C&C and the HRS4R seal.	All (R1-R4)				Q2		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>· Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> </ul>	<ul style="list-style-type: none"> <li>· Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>· Communications</li> <li>- Office of the Deputy General Manager for Research and Knowledge Transfer</li> <li>· UOC HRS4R Implementation and Monitoring Committee</li> <li>· UOC HRS4R Advisory and Working Group</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>· Working group meetings</li> <li>· Drafts</li> </ul>	<ul style="list-style-type: none"> <li>· Communication plan finalized</li> <li>· Communication actions (workshops and information provided)</li> </ul>

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
35	9. Training and professional development	Updated training plan for teaching and research staff	30, 38, 39

DESCRIPTION
Update the training plan for teaching and research staff to fully incorporate the training needs arising from the UOC's new strategic directions after the change in its Executive Board, identifying training needs and designing and implementing the corresponding training with the Personnel department and the eLearning Innovation Center (eLinC).

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Ideally, there should be a specific training plan and catalogue for researchers, based on the training needs arising from the UOC's new strategic directions following its change in management, and on improvement actions based on the satisfaction of teaching and research staff.	All (R1-R4)				Q3		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>· Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>· Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>· Office of the Vice Rector for Governance and Academic Policy</li> <li>· Office of the Vice Rector for Teaching and Learning</li> </ul>	<ul style="list-style-type: none"> <li>· eLearning Innovation Center (eLinC).</li> <li>· Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>· Training departments (Library, R&amp;I, Open Science, Doctoral School)</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>· Working group meetings</li> <li>· Analysis of training needs report</li> <li>· Drafts</li> </ul>	<ul style="list-style-type: none"> <li>· Approval by governing bodies</li> <li>· Publication</li> </ul>

Current status
<b>New action</b>

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
36	9. Training and professional development	Updated training plan for teaching and research staff (communication plan)	30, 38, 39

DESCRIPTION
Updated training plan for teaching and research staff (communication plan)

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Ideally, there should be a specific training plan and catalogue for researchers, based on the training needs arising from the UOC's new strategic directions following its change in management, and on improvement actions based on the satisfaction of teaching and research staff. An appropriate communication plan must be developed to disseminate the updated training plan for teaching and research staff.	All (R1-R4)				Q3		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>· Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>· Communications</li> </ul>	<ul style="list-style-type: none"> <li>· Office of the Vice Rector for Research, Knowledge Transfer and Entrepreneurship</li> <li>· Office of the Vice Rector for Governance and Academic Policy</li> <li>· Office of the Vice Rector for Teaching and Learning</li> <li>· eLearning Innovation Center (eLinC).</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>· Working group meetings</li> <li>· Analysis of training needs report</li> <li>· Drafts</li> </ul>	<ul style="list-style-type: none"> <li>· Approval by governing bodies</li> <li>· Publication</li> </ul>

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
37	4. Talent acquisition and development	Communication plan regarding the transparency of selection criteria	30,38,39

DESCRIPTION
Development of a communication plan to increase the transparency of selection criteria. This includes explaining the promotion criteria and improving the visibility and dissemination of the processes and procedures used to select teaching and research staff. There should also be details of how we apply the gender perspective in selection processes.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
Despite recent progress, the results of the workshops to prepare the new action plan for 2024-2026 showed the need for further work to improve the transparency of the application of selection criteria.	All (R1-R4)				Q3		

Responsible(s)	Participant(s)
<ul style="list-style-type: none"> <li>Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Personnel, Specialization Centre for Talent &amp; Reference center for Research</li> <li>Communications</li> </ul>

Indicator(s) Implementation	Indicator(s) Achievement
<ul style="list-style-type: none"> <li>Working group meetings</li> <li>Drafts</li> </ul>	<ul style="list-style-type: none"> <li>Approval by governing bodies</li> <li>Publication</li> </ul>

Current status
New action

**NEW**

A.No.	FOCUS AREA	TITLE	C&C PRINCIPLES
38	3. OTMR-Improvement	OTM-R	12, 13, 14, 15, 16, 17, 18, 21

DESCRIPTION
Updated quality control system to ensure that processes related to research staff recruitment, training and development are OTM-R compliant.

TARGETED WEAKNESS	TR	Only for previous actions			Only for active & new actions		
		21	22	23	24	25	26
The need to include research profiles in the documented processes of the IQAS in addition to the teaching and research staff in order to cover all teachers and researchers.	All (R1-R4)					Q1	

Responsible(s)	Participant(s)
· Personnel, Specialization Centre for Talent & Reference center for Research	· Planning and Quality · Executive Board · UOC HRS4R Implementation and Monitoring Committee · UOC HRS4R Advisory and Working Group

Indicator(s) Implementation	Indicator(s) Achievement
· Working group meetings · Drafts	· Approval by governing bodies · Publication of updated policies, processes and procedures

Current status
New action

**See**

New action plan 2024-2026  
Checklist OTM-R 2024-2026  
Indicators 2024-2026

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