

## TEMPLATE 4: ACTION PLAN

**Case number:** 2021ES632973

**Name Organisation under review:**

CEU San Pablo University

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### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	330
Of whom are international (i.e. foreign nationality)	11
Of whom are externally funded (i.e. for whom the organisation is host organisation)	22
Of whom are women	188
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	87
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	144
Of whom are stage R1 = in most organisations corresponding with doctoral level	99
Total number of students (if relevant)	8694
Total number of staff (including management, administrative, teaching and research staff)	1253
<b>RESEARCH FUNDING (figures for most recent fiscal year 2019-20)</b>	<b>€</b>
Total annual organisational budget	84.465.386 €
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.800.882 €
Annual funding from private, non-government sources, designated for research	405.867 €
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>Fundación Universitaria San Pablo CEU (FUSP) is a private non-profit foundation, with more than 85 years' experience. It comprises 25 educational centers including Schools, Professional training and three Universities, which share an International Doctoral School (CEINDO).</p> <p>Universidad CEU San Pablo (USP) was founded in Madrid in 1993 and structures its studies on three main fields of knowledge: Social sciences; Architecture and Engineering; and Health and Life Sciences.</p> <p>USP facilities include 8 Research Centers and 11 Core Research Facilities. University created the Office of International Research Programs in 2017, since then it has 7 H2020 granted projects, including 5 MSCA-IF actions.</p>	

**2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:**

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Five out of the eleven principles, have been considered as fully implemented in our review process. This has allowed USP to identify the following <b>strengths</b>:</p> <p>All the principles are developed in our <a href="#">Escuela Internacional de Doctorado CEU</a>, “<b>CEINDO Code of Good Practices</b>” that sets the basis in Ethical and Professional aspects for Doctoral students (R1) and their supervisors. The drawback is that and USP does not have an equivalent Code as University.</p> <p><b>Academic and Research Freedom</b>, is contemplated as in Art. 72, Decree 31/2011, Approving the Rules of Organization and Operation of USP. Limitations to this freedom arise from the respect to the <a href="#">Ideology of the USP</a>, and to national and EU Laws. USP has 50 <a href="#">Recognised Research Groups</a> (GIR, July 21) devoted to different research topics.</p> <p>USP has a <b>Research Ethics Committee</b> supervising and approving research projects, with three Subcommittees: “Animal Welfare”, “Biohealth and Environmental Safety” and “Human Samples and Clinical Trials”. USP complies with the principle of <b>accountability</b> and all the information is publicly available at: <a href="https://www.uspceu.com/portal-transparencia">https://www.uspceu.com/portal-transparencia</a>.</p> <p>University uses SafeAssign and Turnitin to assess the originality of publications and avoid <b>plagiarism</b>.</p> <p>USP is vigilant in keeping a <b>safe working environment</b>. Department of Occupational Health, Safety and Wellbeing has developed clear and integrated security rules, manuals, guidelines and courses for students, researchers, faculty and staff. A great effort has been put in place for the control and prevention of Covid-19. Health and safety precautions are taken in research labs. University staff has received training in <b>data protection and confidentiality</b>, being mandatory for every new recruitment.</p> <p>Most of researchers are aware of the importance of dissemination. Considering <b>public engagement</b>, USP achieves a tradition of participation in Science Week and European Researcher’s Night. An average of 40</p>

	<p>different activities are prepared every year, which attract more than 1300 visitors.</p> <p><b>Non-discrimination principles</b> are part of USP values and they are strictly followed in selection processes.</p> <p><b>External evaluation of research activity</b> is performed by ANECA (National Agency for Quality Assessment and Accreditation of Spain), which recognizes six-year terms of scientific research.</p> <p><b>Internal evaluation systems</b> are:</p> <ul style="list-style-type: none"><li>- “Academic Promotion System”, with 5 categories. This system is conditional on budget, Departments’ structure, a positive evaluation of the candidate and external accreditation. Evaluation committee has external experts. Researchers also have the possibility to be externally evaluated for the Academic Promotion by ANECA. A positive evaluation by this Agency will trigger the process for the internal promotion if budget and structure allow it.</li><li>- Internal evaluation system for teaching and research staff: D+ CEU, annually monitors teaching and research activities. This leads to two promotion routes: horizontal promotion in the same category, which translates into an economic incentive, and vertical promotion, which is necessary for changes in the "Academic Promotion System".</li><li>- There is a Regulation for the recognition of University Research Groups, approved in 2019, to monitor and evaluate Research Groups performance, leading to four categories, which are revised every 3 years: Excellent; Consolidated; Under-consolidation; Pre-competitive.</li></ul> <p>The main <b>areas of improvement</b> can be summarized in:</p> <p>Most of the regulations are only in Spanish and not easily accessible.</p> <p>There is not a specific <b>ethical committee</b> for <b>personal data management</b> in social sciences research projects.</p> <p>Although <b>professional attitude and responsibility</b> are considered as fully implemented, University project managers are not always punctually informed when important changes in projects occur (delays, early terminations or redefinitions, etc.).</p> <p>A deep patent search before the onset of project is not a regular practice.</p> <p>Principal Investigators (PIs) are usually aware of <b>contractual and legal obligations</b>, but this does not always happen with all members in their Groups.</p>
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	<p>Researchers require a training about precautions for <b>recovery from IT disasters</b>, or proper back-up strategies.</p> <p><b>Open Access requirements</b> are not always known and there is no <b>data management policy</b>.</p> <p>Exploitation of research results and public engagement have room for improvement.</p>
<p>Recruitment and selection</p>	<p>The main <b>strength</b> is that the whole <b>selection process</b> is certified by AENOR, which considers all of the principles and guarantees full compliance of OTM-r processes.</p> <p>While working with the working groups and also as a result from the on-line survey, we noticed that this is not well known by USP staff.</p> <p>Common actions to the principles of this thematic heading include to communicate the <b>AENOR certification</b> of selection processes and <b>translate all information to English</b>, to improve international participation and visibility.</p> <p>The following <b>weaknesses</b> have raised during the analysis:</p> <p><b>Recruitment:</b> a weakness of this principle is that advertisements do not include information about career development prospects. Visibility of the offers could be improved.</p> <p>Regarding selection, participation of <b>international or external experts</b> in selection processes is not implemented, but can be considered for some positions.</p> <p><b>Transparency</b> can be easily aligned with the code if USP defines the feedback to be given to candidates once the process is finished. More information could be added to offers (salary, number of positions, etc.)</p> <p><b>Judging merit:</b> The process is mostly based on impartial metrics, but selection process for PDI is not public. Most of new open positions are open when there is a teaching need. How a qualitative series of values such as commitment towards research or teaching, transfer of knowledge merits, teamwork, etc. are considered, shall be public.</p> <p>There are no written guidelines or policies about how <b>Variations in the chronological order of CVs, mobility, recognition of qualifications or seniority</b> are taken into account in recruitment and selection processes.</p> <p><b>Postdoctoral appointments</b> appear as partially implemented because postdoctoral recruitment is mainly driven by teaching needs; therefore, there are not specific rules or guidelines for the recruitment of Postdoctoral researchers.</p>

Working conditions	<p>The following principles have been considered as <b>Fully or Almost but not fully implemented</b>: “Recognition of the profession”, “Gender balance”, “Intellectual property rights” and “Co-authorship”. University follows national regulations for <b>professional researchers’ careers</b> and has its own internal regulation for the recognition and promotion. For R1 researchers CEINDO offers a specific training program with accent in complementary and transferable skills.</p> <p>University management is committed integrate <b>equal treatment and opportunities between women and men</b>, as well as with the promotion of measures to achieve real equality. USP pays special attention to ensure that working conditions for researchers, including disabled ones, allow a successful research performance. This is gathered in FUSP Equality Plan (2020-23). USP has an Equality Unit, responsible of formal conciliation and time flexibility policies, paying attention to the combination of family and work, children and career.</p> <p>USP has a Technology Transfer Office (OTRI) who supports researchers in the protection of their <b>Industrial and Intellectual Property rights</b>. Every researcher at USP who is an inventor is entitled to receive royalties from patent exploitation (50% of University net benefits). <b>Co-authorship</b> of papers, patents, etc. is promoted and positively considered. Guidelines are provided for predoctoral researchers and their supervisors.</p> <p>Other <b>strengths</b> associated to this thematic heading are:</p> <p>USP has implemented an <b>Occupational Health and Safety Management System</b>, which fulfils the requirements of the standard ISO 45001:2018. Researchers receive mandatory training in safety rules.</p> <p>Opportunities for <b>remote collaboration</b> in research networks are provided via IT facilities, with access to different on-line platforms. University offered <b>flexible working hours and teleworking</b> during pandemic.</p> <p>USP offers a <b>Flexible Remuneration Plan</b>, including four types of benefits: nursery school vouchers; public transport cards; restaurant vouchers and health insurance for family members. This allows having tax advantages.</p> <p>USP supports <b>international mobility</b> of researchers: It is specifically encouraged for predoctoral researchers. Complementarily, scholarships and mobility periods are encouraged and supported via “CEU-Santander mobility grants” for younger researchers (&lt; 35 years old). Sabbatical years and staff mobility are internally funded with Research budget.</p> <p>Regulation for the Recognition of Competitive Research Groups (GIR) contemplates the assignation of internal funding that can be used, among</p>
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	<p>other issues for: research mobility, publications, or a reduction in <b>teaching hours</b>.</p> <p>USP has a <b>University ombudsman</b>, appointed by the Board of Trustees to uphold the rights and duties of the members of the University, including, but not limited to, staff and researchers. In addition, there is a <b>Suggestions mailbox</b> open to the whole university community for management suggestions, complaints, claims or gratitude. Predoctoral students can follow CEINDO specific protocol for complaints and appeals.</p> <p>University has different <b>Governing Bodies</b> of advisory nature, where researchers can directly participate (“Consejo de Departamento, Claustro” / “Junta de Facultad”)</p> <p>The main <u>areas of improvement</u> are:</p> <p>A research equipment committee and a laboratory renovation plan could be created to optimize <b>research equipment</b> availability, use and renewal.</p> <p>As University grows, some researchers identify a <b>need of physical space</b> for offices.</p> <p>There is not a formal <b>talent retention</b> policy for researchers whose temporary contract is linked to a research project; their continuation may only depend on teaching needs. There is not a formal support to postdoctoral researchers’ recruitment and <b>career development</b>. Researchers do not identify a career advice service at USP.</p> <p>Some researchers are not aware of IP rights and co-authorship policies; information related to the different policies affecting principles in this section is in Spanish.</p> <p>For some researchers there is confusion between the requirements of internal “Academic Promotion System” and how it is influenced by the internal evaluation system D<sup>+</sup>CEU.</p> <p>Among researchers, there is a general perception that <b>teaching load</b> is high.</p>
<p>Training and development</p>	<p>As <u>strengths</u> we would like to highlight that CEINDO Code of Good practices regulates the supervisor role and provides guidelines governing the <b>relationship between early-stage and senior researchers</b>. Specific training program for doctoral researchers covers a wide array of transferable skills and research related training.</p> <p>ViPI reviews and proposes a specific annual <b>training plan</b> for researchers, covering different needs. In addition to this, Training Department offers a wide variety of professional courses for all USP staff covering languages,</p>

	<p>IT, job skill courses, health promotion, etc. Most of them are on-line and allow flexible competition.</p> <p>There is not a separated training plan for researchers, but could be easily developed compiling all available training offer supporting research career.</p> <p>Two aspects for <b>improvement</b> have been identified: develop a <b>training for supervisors</b> and elaborate a <b>guide that regulates the relationship between group leaders-supervisors (R4) and younger researchers in their groups (R3-2)</b>.</p>
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### 3. ACTIONS

#### Action Plan

It is a sequence of activities that must be taken in order to help the institution pass from the current state to the target state, with regard to the implementation of the 40 principles of the C&C. They will basically address the improvement needs identified in the Gap Analysis and the OTM-R checklist.

The action plan establishes the foundation of an HRS4R management by objectives process inside the institution. It stems directly from the Gap Analysis and the OTM-R checklist and it presents the institution's strategic vision in terms of the priority areas and implementation steps to be undergone in the next 2 years.

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

\*URL: <https://www.uspceu.com/investigacion/hrs4r>

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
A1. Development of a bilingual <b>"Code of Good Practices for Researchers"</b> , covering all Ethical and Professional Aspects as reflected in the EU Charter. It will be adapted from the one already existing for <a href="#">CEINDO</a> for R1 researchers and their supervisors, but targeted <u>to all levels of research and academic staff</u> .	1- 10	Q5	General Secretary / People	<ul style="list-style-type: none"> <li>- Document ready</li> <li>- Institutional approval</li> <li>- Presentation Event</li> <li>- Publication on website and mailing to employees</li> <li>- Inclusion in the "Welcome pack" for new recruitments.</li> <li>- Development of a short training</li> <li>- Self-assessment tool for researchers</li> </ul>
A2. Creation of a new <b>ethical subcommittee for personal data management</b> in social sciences research projects/coordinated by social sciences researchers.	2	Q4	Ethics Committee - Standing Committee	<ul style="list-style-type: none"> <li>- Committee member's designation</li> <li>- Definition of Committee operation rules and normative</li> <li>- Institutional approval</li> <li>- Active dissemination to USP staff</li> <li>- Committee in operation</li> </ul>
A3. <b>Training</b> courses on: <ul style="list-style-type: none"> <li>- The use of <b>antiplagiarism</b> software</li> <li>- Precautions for <b>recovery from IT</b> disasters, or proper back-up strategies.</li> </ul>	3, 7, 38, 39	Q3	Library / VITD / PEOPLE	<ul style="list-style-type: none"> <li>- Courses' Organization</li> <li>- Training manual available</li> <li>- Number of staff trained</li> </ul>
A4. Implementation of a <b>kick off meeting</b> at the beginning of a <b>new research project and annual project follow up</b> .	4, 5, 6, 7, 8, 31, 32	Q2	ViPI – OTRI, OP11, UGI	<ul style="list-style-type: none"> <li>- Definition of project term-sheet about specific contractual and legal obligations or dissemination and exploitation policies, co-authorship and IP rights.</li> <li>- Implementation.</li> <li>- Signature of PIs and research team involved.</li> <li>- Project Follow up: in order to help with management and anticipate any changes in project development</li> </ul>
A5. Development of <b>training</b> program for researchers on regional/ national /international <b>project management</b> and existing processes of costs management.	6, 38, 39	Q3	ViPI – UGI / PEOPLE	<ul style="list-style-type: none"> <li>- Courses' Organization</li> <li>- Training manual available</li> <li>- Number of staff trained</li> </ul>

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p><b>A6. Translation to English of the internal normative</b> from University related to research:</p> <ul style="list-style-type: none"> <li>- University Organization Regulation (Normas de organización y funcionamiento, NOF).</li> <li>- Ethics committee documentation.</li> <li>- Intellectual property guidelines.</li> <li>- Co-authorship, co-direction normative, etc.</li> <li>- CEINDO code of good practices for researchers.</li> </ul>	2, 7, 8, 31, 32	Q6	VITD/ PEOPLE / VINT / CEINDO	<ul style="list-style-type: none"> <li>- List of documents to be translated.</li> <li>- Translation to English.</li> <li>- Inclusion on the intranet.</li> <li>- Definition of those documents to be provided in the "Welcome pack" when new staff join university.</li> <li>- Definition of the persons in charge of keeping files updated.</li> <li>- Publication of a news about the initiative with a directory of where to find each document.</li> </ul>
<p><b>A7. Develop Guidelines on the Management of Research Data</b>, in order to prepare USP for the Open Access to Research Data Policies. Researchers shall save their research data in an appropriate and secure archive, which shall be identified by USP. Open research data must follow the FAIR Data Principles, which state that the data shall be Findable, Accessible, Interoperable, and Reusable. <b>Training</b> on how to elaborate <b>Data Management Plans</b>.</p>	7, 8, 32, 38, 39	Q8	Library / PEOPLE / VINT	<ul style="list-style-type: none"> <li>- Publication of bilingual Guidelines.</li> <li>- Active dissemination to USP staff.</li> <li>- Course Organization. Training shall start with PIs and be progressively extended to all levels of researchers (R1-R4).</li> <li>- Training manual available</li> <li>- Number of staff trained</li> </ul>
<p><b>A8. Communication campaign and training plan for Open Access.</b> Use of the institutional repository and filiation requirements for Researchers.</p>	8, 38, 39	Q6	Library / PEOPLE / VINT	<ul style="list-style-type: none"> <li>- Development of bilingual guidelines for Open Access dissemination and institutional repository use.</li> <li>- Course organization.</li> <li>- Number of staff trained</li> </ul>

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p><b>A9. Translation to English of labour regulations and administrative processes from University:</b></p> <ul style="list-style-type: none"> <li>- Academic Promotion System</li> <li>- Docentia + CEU.</li> <li>- Selection policy (2018)</li> <li>- General Recruitment process (2015)</li> <li>- Spanish job contract model.</li> <li>- National and sectoral regulations (convenio laboral, etc.).</li> <li>- Data protection policy.</li> <li>- Travel Insurance and travel proceedings.</li> <li>- Expenses.</li> <li>- Occupational Health, Safety and Wellbeing proceedings and trainings.</li> </ul>	5, 11, 24	Q7	PEOPLE / VINT	<ul style="list-style-type: none"> <li>- List of documents to be translated.</li> <li>- Translation to English.</li> <li>- Inclusion on the intranet.</li> <li>- Review of those documents to be provided in the "welcome pack" when new staff join university.</li> <li>- Definition of the persons in charge of keeping files updated.</li> <li>- Publication of a news about the initiative with a directory of where to find each document.</li> </ul>
<p><b>A10. Boosting of public engagement.</b></p>	9, 38, 39	Q4	ViPI / USP Press office / PEOPLE / VINT	<ul style="list-style-type: none"> <li>- Development of a research communication plan, covering at least 4 different research projects / year (News published and media; Impacts of these news)</li> <li>- Consolidation of the training in Public Engagement for research staff: Course for researchers and number of staff trained</li> <li>- Establishment of a working committee UCC-Press office, with quarterly meetings.</li> <li>- Translation to English of research website and competitive research groups description.</li> </ul>
<p><b>A11. Communication actions related to D<sup>+</sup> CEU. This system evaluates performance of permanent teaching staff each academic course, according to different criteria organized in 3 dimensions: A. Teaching, B. Research and C. Management.</b></p>	11, 22, 24, 26, 29	Q1	ViPI / PEOPLE	<ul style="list-style-type: none"> <li>- Communication actions once a year, to explain complementarity of D<sup>+</sup> CEU and "Academic Promotion System".</li> </ul>

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
A12. <b>Communication actions regarding HRS4R</b>	12-21	Q1	People / ViPI / USP Press Office	<ul style="list-style-type: none"> <li>- Communication plan developed.</li> <li>- Internal news about HRS4R implementation twice a year.</li> <li>- External news when relevant (approval, follow up, etc.).</li> <li>- General consultation to researchers to verify their opinion about the implementation and gather possible new actions for the next period.</li> </ul>
A13. <b>Laboratory renovation plan and infrastructure development plan</b> to ensure that USP facilities and environment are in line with state of the art. This will be completed with an investment plan for the expansion of University spaces.	23	Q1	ViPI / Deans / ICT / Management	<ul style="list-style-type: none"> <li>- Listing of equipment and definition of renovation plan.</li> <li>- Definition of an IT procedure for the internal shared use of specific equipment.</li> </ul>
A14. Evaluation of the possibility to implement a system of <b>Academic Career Pathways</b> aimed at determining an optimal proportion between teaching, management and research duties, taking into account individual/specific predispositions, competences and expectations of each employee.	24, 26, 33	Q8	People / Management / ViPI	<ul style="list-style-type: none"> <li>- Evaluation of the system at USP, considering its complementarity with all existing schemes.</li> <li>- Report Ready.</li> </ul>
A15. Generation of a " <b>Research Career Development Hub</b> " (RCD) at University.	21, 25, 28, 30	Q7	People / VIPI / CEINDO / Deans	<ul style="list-style-type: none"> <li>- Development of Researcher career Map and links with Academic career.</li> <li>- Development of the RCD hub in the intranet (section in English and Spanish).</li> <li>- Publication and update of funding options for researchers according to their career status (ViPI).</li> <li>- Improvement of the role of the "Department Director" as a mentor for career development.</li> <li>- Designation of a career advice point.</li> <li>- Presentation of the initiative in two info sessions.</li> </ul>

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
A16. Reinforcement of communication of <b>IP rights</b> regulation at USP and training.	3, 31, 39	Q3	ViPI / People / Library	<ul style="list-style-type: none"> <li>- Yearly celebration of IP rights day at University, with the collaboration of a Patent attorney office and/or the Spanish Patent Office.</li> <li>- Organization of one training course per year in IP for R2-R4 (as R1 researchers receive training in CEINDO).</li> </ul>
A17. Development of a <b>mediation service</b> for resolving problems between senior researchers	34, 36, 40	Q6	ViPI / Deans / People	<ul style="list-style-type: none"> <li>- Definition of "mediation request form".</li> <li>- Appointment of mediators (they could also be volunteers)</li> <li>- Review of mediation procedures between supervisor(s) and early-stage researchers</li> <li>- Informative actions (news and info session).</li> <li>- Bilingual publication in website.</li> </ul>
A18. Improve <b>participation in decision-making bodies</b>	35	Q2	ViPI	<ul style="list-style-type: none"> <li>- Informative actions in Department meetings, to target the participation and awareness of researchers in every Faculty.</li> </ul>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment.

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R, based on the weaknesses identified in the OTM-R:

<b>Proposed ACTIONS</b>	<b>OTM-R Principle(s)</b>	<b>Timing (at least by year's quarter /semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
A1. <b>Improve international visibility of job offers.</b>	13, 14	Q3	People	<ul style="list-style-type: none"> <li>- Publish recruitment procedures in English and associated to job offers.</li> <li>- Publication of all job offers in English and development of a bilingual (ES-ENG) USP recruitment site</li> <li>- Publication of all offers at USP CEU profile in Euraxess.</li> <li>- Inclusion of a field "Recommended recruitment sources" in "New contracts template".</li> </ul>
A2. <b>Improve visibility of AENOR certification in Selection Processes</b> , as it is not well known even internally.	5	Q2	People / USP Press Office	<ul style="list-style-type: none"> <li>- Communication plan developed.</li> <li>- Internal news about certification published.</li> </ul>
A.3 Review <b>recruitment procedures</b> and translation to English	2, 7, 9, 19 & GAP principles 12-21	Q4	People	<ul style="list-style-type: none"> <li>- Include in the Personnel Selection Policy the possibility of the participation of international or external experts in the selection processes for certain positions.</li> <li>- Provide career development options and salary information in written.</li> <li>- Include in Personnel Selection Policy information about how the following criteria are taken into account: <ul style="list-style-type: none"> <li>a) how variations in chronological order of CV. Special attention will be devoted to maternity/parental leaves and long term disabilities.</li> <li>b) mobility experience.</li> <li>c) seniority</li> </ul> </li> </ul>

<b>Proposed ACTIONS</b>	<b>OTM-R Principle(s)</b>	<b>Timing (at least by year's quarter /semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
A.4 Development of a <b>specific OTM-R procedure for researchers.</b>	2 and GAP principles 12 – 21; 29	Q7	People / ViPI / Deans	Currently there is a general procedure for FUSP and a specific procedure for teaching and research staff at USP, but only known by the participants in selection processes. The new procedure shall differentiate judging merits according to career level (R1-R4). - Inclusion of new specific or explicit rules and policies about how variations in the CV and mobility are taken into account. - Be available to all personnel at USP through intranet. - Be public at uspceu.com website - Translate to English.
A5. <b>Training for members in selection committees</b> regarding the methodology, evaluation criteria, scales and process should be implemented.	3	Q5	People / ViPI / Deans	- Definition of a training program for members of selection panels. - Number of staff trained
A6. Definition of <b>"Welcome services" for foreign researchers</b> and assignation of responsible staff.	7	Q8	PEOPLE / ViPI / VINT	- List of services to be provided and responsible Department for each of them. Some of the services to be provided could include support in: - Job contract preparation - Visa / TIE - resident card - Social security - Health insurance (public & private) - Tax certificate - Bank account - Apartment rental facilities - Municipality - Family support: visa, schooling of children

If your organisation already has a recruitment strategy, which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <https://www.ceu.es/ceu/empleo.php>

## 4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation process will benefit from the **structure created to support the HRS4R Process** and will follow up the proposed Action Plan:

1. **The Steering Committee (SC)**: it will be the advisory body that will supervise the implementation process and will take strategic decisions based on the progress of the implementation. Meetings will be held twice a year. Members will be the main authorities in University, who have been following and supporting the HRS4R from the very beginning: Rector, General Manager, General Secretary, Vice-Rector for Teaching Staff and Research and Head of People. SC will communicate the status of the process to Fundación Unversitaria San Pablo CEU.

2. **The Implementation Working Group (IWG)**: will consist of 6 members of both Working Groups supervising the process including researchers (R1-R4) and administrative staff. The SC will appoint members and their substitutes. They will follow up the deployment of the HRS4R Action Plan and support the executive board, seeking collaboration with different departments/services at USP. Meetings will be held twice a year.

3. **Executive Board (EB)**: made up of the Heads of each of the units/departments from USP or the person they delegate in. They will develop the actions described in the Plan. Each member of the EB will be responsible of timely execution of the actions and tasks assigned to her/his Department. Follow up meetings will be held quarterly with Project Leader and twice a year with IGW. The executive board will have members from the following Units/Departments:

- I. General Secretary
- II. Vice-Rectorate for Teaching Staff and Research (ViPI)
- III. Vice-Rectorate for Digital Transformation (VIDT)
- IV. Vice-Rectorate for Internationalization (VINT)
- V. Management
- VI. People
- VII. Library
- VIII. Ethics Committee
- IX. USP Press Office
- X. CEU International Doctorate School (CEINDO)
- XI. Deans of the 5 Faculties and Polytechnic School

4. **Project Leader (PL)**: Gemma García Zato, Head of the Office of International Research Programs, who has led the initial phase, will follow the implementation of the HRS4R strategy at USP. She will report to the SC and will support IWG and EB with follow up of deliverables development and progress of the overall plan. She will facilitate SC supervision providing follow-up of indicators and informing in case of deviations of the plan. She will also be responsible for quality control and follow up of the process with the Commission. The PL will meet with members of the EB on a quarterly basis.

A schedule will monitor and control the degree of compliance and implementation of each action. This chronogram is composed of the 24 Actions to be implemented. Once implemented, they will be periodically reviewed to determine the degree of compliance with the Plan.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

<b>Checklist</b>	<b>*Detailed description and duly justification</b>
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Once the Seal of Excellence is received, a kick of meeting will trigger the implementation process. All the appointed members will be invited. The Schedule including all the actions to facilitate the follow up of the process will be presented.</p> <p>The whole process will be followed by the Project Leader (PL). The Executive Board (EB) in charge of the deployment of each of the actions, will have quarterly meetings with PL in which tasks' progress will be supervised thanks to the indicators already defined. Contingency measures will be evaluated if required.</p> <p>Steering Committee (SC) will meet twice a year and will be informed by PL of the evolution of the implementation. When required, they will inform Fundación Unviersitaria San Pablo CEU of the progress in the Implementation plan at USP.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The research community will be directly involved in the Implementation Working Group (IWG) that will consist of 6 members of both Working Groups supervising the initial process, including researchers (R1-R4) and administrative staff.</p> <p>In addition, aligned with Action 12 in the Plan, a communication in the progress of the implementation is considered to keep University staff informed. News will be launched twice a year. When possible, consultations and participation of researchers in the proposed actions will be encouraged. In month 18, a general consultation will be done to researchers to verify their opinion about the implementation and gather possible new actions for the next period.</p>

<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>USP Rector has promoted this project as one of her strategic action lines for University. The involvement of the Steering Committee members in the process reflects the alignment with organizational policies, as they represent the key units and vicerectorates required for the implementation of the strategy: People, General Management, General Secretary and Teaching and Research Staff.</p> <p>USP is committed to improving its People processes and procedures and the HRS4R process has been chosen as the tool to make an in-depth analysis of the internal policies of Human Resources in the area of research. University considers HSR4R a structural project, which will eventually vertebrate the future internal People Policies and Practices.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The regular meetings between PL and EB will allow to monitor any deviations in the short term, as they will check evolution of deliverables and milestones.</p> <p>Semester meetings with the IWG will also be an opportunity for monitoring the degree of achievement and present the results to the research community, to ensure they are coherent aligned with their expectations.</p> <p>SC meetings every 6 months will evaluate the implementation and launch any contingency measures if required.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The Action Plan has been translated into a gantt chart for the array of actions presented. It will also include a detailed set of milestones and deliverables for each of the actions. It will be closely followed by PL.</p> <p>The proposal considers that the different Departments that need to be involved will work in parallel and members of the EB will propose their schedule for the full implementation of their individual actions.</p>

	EB and PL will meet quarterly to follow up the calendar and possible deviations, in order to establish contingency measures.
How will you measure progress (indicators) in view of the next assessment?	PL will gather all deliverables and activity indicators in months 6, 12 and 18. We will use HRS4R e-tool during the process in order to have the interim assessment ready by month 24.