



Vice-Rectorate for Research and Scientific Policy

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ACTION PLAN (2022– TILL JUNE 2025)

Upon the revision of the current status of the list of all actions, as well as the status of the indicators, that we submitted as part of our HR strategy in 2020, the following proposals will conform our Action Plan till June 2025. It **includes** the **previous Actions** that have been **partially completed or delayed, conveniently re-scheduled**. This Plan is **susceptible to be completed with other new Actions** that the HRS4R Working Group may consider appropriate.

Proposed actions	Gap Principle(s)	Timing	Responsible Unit	Indicator(s) / Target
A1. Creation of the HRS4R Implementation Working Group	All	On an ongoing basis	<ul style="list-style-type: none"> - UC's Management unit - Vice-Rectorate for Research and Scientific Policy 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To establish a Steering Committee (SC) as the highest representation body, composed by Vice-Rectors (VRs) with competences within the HRS4R field. - To establish a Permanent Working Group (IWG) aimed at the implementation of the HRS4R, under direction of the Vice-rectorate of Research and Scientific Policy. The IWG will be composed by the team who conducted the Gap analysis (initially 6 members). This Permanent Working Group may have support from other university services and research staff from R1-R4 levels. - To define and supervise the actions proposed for the implementation of the HRS4R strategy <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - HRS4R Implementation Working Group (IWG) - Specific working group for the design of UC's OTMR policy (OTM-R WG). - E-mail distribution of the "European Charter for Researchers" and the "Code for Conduct for Recruitment of researchers" to the Directors of Department, Research Groups and Doctorate School. - Survey sent to UC's research staff to measure their degree of satisfaction regarding implemented measures. - Analysis of survey results.



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<p>A2. Design and implementation of UC's Open, Transparent and Merit-based recruitment policy (OTM-R)</p>	<p>5, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 29, 30, 34</p>	<p>Q1 2025</p>	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy - Vice-Rectorate for Knowledge Transfer and Entrepreneurship - UC's Management unit - PDI, Remuneration and Social Security Service - UC Placement Agency -Research Management Service 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To reinforce the procedures and institutional recruitment practices that already meet the Charter and Code criteria. - To adapt current policies on recruitment and staffing to those C&C principles seen as less developed during the internal analysis stage. - To design a selection and recruitment protocol based on common criteria for every research staff category (including R1-R2 staff funded by public grants for research projects). - To disseminate the new recruitment procedure guidelines and distribute them among target groups. - To ensure that 100% of the research staff recruiting offers made by UC are also published in English (mainly by means of EURAXESS services). <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Code of Good Practices on Research Staff Recruitment and Selection (ES and ES versions) published and disseminated among the university community. - % of job offers for researchers published by the UC in English. -% of candidates informed by e-mail throughout the whole evaluation process. -Evaluation of the updated <u>Research Staff Recruitment and Selection procedures</u> through a dedicated survey. - Nº of website downloads of the Code of Good Practices on Research Staff Recruitment and Selection. - Translation of UC Placement Agency website contents
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				- Evaluation of performance regarding adopted recruitment and selection procedure.
A3. Organize training action on the Open, Transparent and Merit-based recruitment policy (OTM-R) of the UC	5, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 29, 30, 34	On an ongoing basis	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy - Vice-Rectorate for Knowledge Transfer and Entrepreneurship - UC's Management unit - PDI, Remuneration and Social Security Service -Teaching and Research Staff Service - UC's Management unit 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To implement training actions in OTM-R for all the staff involved in the selection and recruitment procedures of research staff. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Organisation of training workshops for: <ol style="list-style-type: none"> 1. HRS4R WG members 2. Selection committees and administrative staff involved at selection and recruitment processes; 3. R1-R4 (at least 1 workshop/year). - Nº of participants in training actions -Satisfaction survey sent to trainees
A4. Improve access to information regarding open calls for recruitment of research staff	5, 12, 13, 15, 21, 34	Q2 2024	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy - Vice-Rectorate for Knowledge Transfer and Entrepreneurship - PDI, Remuneration and Social Security Service -Teaching and Research Staff Service 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To centralize the information on academic and research staff recruitment (including selective processes for permanent and temporary research staff) in one single website. - To ensure that all job offers are distributed in English through international means of dissemination in the fields of research, such as EURAXESS. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Launch of the UC'S website section centralizing the information on open calls of research staff recruitment.



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			<ul style="list-style-type: none"> - Unit responsible for institutional websites, “Área Web” - UC’s Placement Agency - UC’s IT Services - Research Management Service 	<ul style="list-style-type: none"> - % of published job offers aligned with OTM-R criteria (in terms of remuneration, career development, equal opportunities, etc.). -Adaptation of “employment offer publication templates” to international platforms requirements. -% of job offers published through international job seeking platforms. -Satisfaction survey to measure and evaluate the effectiveness of proposed measures.
A5. Design and disseminate a Welcome Protocol for new researchers at the UC	5, 10, 11, 12, 13, 14, 15, 18, 19, 23, 24, 26, 27, 28, 36, 38, 39	Q2 2023	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy - Vice-Rectorate for Knowledge Transfer and Entrepreneurship - Vice-rectorate for Internationalization and Global Engagement - Teaching and Research Staff Service - PDI, Remuneration and Social Security Service - Research Management Service 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To design a set of guides and welcome and integration handbooks for newly recruited research staff, with information on UC’s services - To design an ES/EN version of the Welcome manuals for foreign researchers. -To disseminate the guides and manuals through the centralized website, eg. “Researchers Portal” <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Informational materials, “Welcome Pack” published- -Nº of visits to the “Researchers Portal” website/nº of content downloads.
A6. Adaptation of the “Protocol on flexibility in the workplace for Research Staff, Plan Concilia 2019”	10, 23, 24, 25 ,26, 27	Q1 2024	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy - Vice-Rectorate for Knowledge Transfer and Entrepreneurship 	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - To adapt current institutional policies and practices covering work life balance to the needs of research staff based on periodic performance assessments.



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			<ul style="list-style-type: none"> - Vice-Rectorate of Academic Affairs and Training Staff - Vice-rectorate for Culture, Social Projection and Institutional Relations (Equality Unit) 	<p>Indicators:</p> <ul style="list-style-type: none"> - Survey sent to research staff to measure their level of satisfaction with existing work conciliation policies at the UC (teaching and research workload, assignation of working schedules, etc.) - Evaluation of survey results. - Protocol on flexibility in the workplace for Research Staff, "Plan Concilia 2019", adapted to research staff needs assessment.
A7. Improvement of research environment conditions for researchers with functional diversity	10, 12, 24	Q2 2024	<ul style="list-style-type: none"> - Vice-rectorate for Students and Employment: Career Counselling Service (SOUCAN). - Vice-rectorate for Culture, Social Projection and Institutional Relations (Equality Unit) 	<p>Targets:</p> <ul style="list-style-type: none"> - To extend the scope of action in relation to the provision of services to research personnel with functional diversity (temporary or permanent employees). - Consolidate policies providing employment support to research staff with functional diversity, ensuring equal opportunities. - To develop a Work Life Standardization Program at the UC for research staff with functional diversity. <p>Indicators:</p> <ul style="list-style-type: none"> - Launch of a new supporting programme for research Departments to encourage hiring of research employees with functional diversity. - Nº of training and dissemination actions on Attention to Diversity in research job posts (1/year) - Nº of units which have adapted their services to the needs of staff with functional diversity.
A8. Disseminate our current institutional policies supporting research integrity	1, 2, 3, 4, 7, 31, 32	Q4 2024	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy 	<p>Targets:</p>



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			<ul style="list-style-type: none"> - Vice-Rectorate for Knowledge Transfer and Entrepreneurship - Research Ethics Committee - UC Communication Service - Scientific Culture Unit 	<ul style="list-style-type: none"> - To update the Code of Good Practices for Research through a participatory process. -Broadening the dissemination of the Code of Good Practices for Research. -Raise awareness on research staff about the importance of complying with the Code of Good Practices for Research, by means of dissemination materials (guides, brochures and website) and informational events. - To provide training on research integrity protocols and responsible research and innovation codes of conduct - To design and distribute a “Frequently Asked Questions” document regarding issues such as co-authorship, supervision, etc. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Dissemination campaign and participatory consultation on the Code of Good Practices in Research (launched by UC’s Communication Service) -Updated Code of Good Practices in Research - Nº of cases handled (e.g. project ethics review reports) by the Research Ethics Committee -Publication of the “Frequently Asked Questions on Research Integrity” - Nº of training actions and round tables on good practices in research issues organized. -Survey measuring the efficiency of the promotional measures on research ethics already implemented.
A9. Improvement of guidance services on professional	24, 25, 28, 30, 36, 37, 38, 40	Q1 2025	- Vice-Rectorate for Research and Scientific Policy	<u>Targets:</u>



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<p>development for post-doctoral researchers</p>			<ul style="list-style-type: none"> - Vice-Rectorate for Knowledge Transfer and Entrepreneurship - Vice Rectorate of Academic Affairs and Training Staff - Doctoral School of the University of Cantabria (EDUC) -UC Placement Agency (COIE) 	<ul style="list-style-type: none"> - To update current regulations regarding career counselling for postdoctoral research staff especially for R2 researchers. - To design and implement new supporting services for professional development of post-doctoral staff. <p>Indicators:</p> <ul style="list-style-type: none"> -Updated internal regulations. - Career Guide for Post-doctoral Researcher. - Mentoring program for Post-Doctoral researchers. - Number of supervised / mentored R2s and analysis of evolution. - Evaluation of supervision and mentoring activities carried out by supervisors (evaluation of mentoring actions). -N ° of training actions, workshops and master classes received by Post-Doctoral staff.
<p>A10. Encouraging the participation in international public research competitive calls and mobility activities</p>	<p>8, 25 ,29, 31</p>	<p>On an ongoing basis</p>	<ul style="list-style-type: none"> - Vice-Rectorate for Research and Scientific Policy - Vice-Rectorate for Knowledge Transfer and Entrepreneurship: European Projects Office (grants for projects), Valorization Office (patent exploitation) 	<p>Targets:</p> <ul style="list-style-type: none"> - Promote international outreach, mutual exchange, updating and dissemination of knowledge, as well as exploitation of results produced by our researchers. - Advertising campaign of the existing channels and websites of funding opportunities. - Boost to supporting activities for the preparation of proposals in calls for European and international research and mobility projects (MSCA IF, ITN, RISE) by the European Projects Office. <p>Indicators:</p>



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				<ul style="list-style-type: none"> - Promotional Plan for the participation of researcher at international research calls. - Patent Internationalization Plan - Nº of researchers participating in international mobility activities, and analysis of its evolution (at least 5 per year applying to EC mobility calls) - Evaluation and monitoring of results.
A11. Disseminate the "Venia docendi" regulations	33	Q4 2023	- Vice-Rectorate for Research and Scientific Policy	<p><u>Targets:</u></p> <ul style="list-style-type: none"> - Make public and visible the latest modifications (updated in 2020 and end of 2021) to the regulations of the procedure for the application, processing and granting of the "venia docendi" at the University of Cantabria. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Venia docendi regulations published on the UC public website.
A12. Promote the participation of R1 and R2 researchers in decision making bodies	35	Q1 2025	- Vice-Rectorate for Research and Scientific Policy	<p><u>Targets:</u></p> <ul style="list-style-type: none"> -To make R1 and R2 researchers aware of the different governing bodies that allow their participation. - Encourage the participation of R1 and R2 researchers in the governing bodies elections. - Increase and periodically renew the presence of R1-R2 researchers in the "UC-HRS4R Working Group". <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Include in the welcome manual for new researchers' information about the governing bodies of the University of Cantabria.



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				<ul style="list-style-type: none">- No. of R1 and R2 researchers participating in the elections to Senate, Center Board and Department Council (minimum 2 representatives R1 and 2 representatives R2).- No. of R1 and R2 researchers participating in the "Working Group UC-HRS4R" (minimum 2 representatives R1 and 2 representatives R2).
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