



Universidad de
Castilla-La Mancha



HR EXCELLENCE IN RESEARCH

Internal Review for Award Renewal

HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

26th July 2024

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Case number: 2018ES352847

Name Organisation under review: **University of Castilla- La Mancha**

Organisation's contact details: Rectorado. Real Casa de la Misericordia. Calle Altagracia, 50. Ciudad Real, Castilla- La Mancha, 13071- SPAIN

Submission date to the European Commission: **27/07/2024**

1 ORGANISATIONAL INFORMATION

Key figures for UCLM.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	4122
Of whom are international (i.e. foreign nationality)	450
Of whom are externally funded (i.e. for whom the organisation is host organisation)	12
Of whom are women	1858
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1457
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	224
Of whom are stage R1 = in most organisations corresponding with doctoral level	2429
Total number of students (if relevant)	27631
Total number of staff (including management, administrative, teaching and research staff)	3817
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational Budget	316821000
Annual organisational direct government funding (designated for research)	41045830.91
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	24198642
Annual funding from private, non-government sources, designated for research	5002300

ORGANISATIONAL PROFILE

The University of Castilla-La Mancha is a modern and competitive public institution, with almost 27631 students, 2967 lecturers and researchers and 1253 technical, administrative and service staff.

In its 30+ years of operation, the UCLM has provided young people with access to higher education and has dynamized life in the cities where its four campuses have been established: Ciudad Real, site of the Chancellor's Office (Rector), Albacete, Cuenca and Toledo. At present, UCLM's activities also extends to the towns of Almadén (Ciudad Real) and Talavera de la Reina (Toledo).

2 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

An overview of UCLM 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 is shown below:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
<p>Ethical and professional aspects</p>	<p>STRENGTHS:</p> <p>UCLM clearly provides freedom of research. An ethical committee is active and provides regulations to rule the ethical behaviour for Ph.D. studies. Also, UCLM protects researchers both from a contractual and legal side. In addition, COMPILATIO, an antiplagiarism software, is used at the university. The UCLM’s system for economic management is strict. UCLM also has a special labour risks unit.</p> <p>UCLM’s European projects office centralizes the necessary tools to train and support researchers for applying to competitive calls and project management. UCLM also has its own IP rights regulations, and UCLM’s Technology Transfer Office oversees the assistance and training of issues related to IP. UCLM belongs to the Enterprise Europe Network that supports and facilitates technology transfer among universities and industries. Entrepreneurship is also ruled by regulations and managed at a dedicated unit at UCLM.</p> <p>Most of the UCLM’s outreach activities were led by UCLM’s communication unit, that is very active in the participation in different events. In addition, special outreach training for researchers is available. UCLM also owns an institutional repository RUIdeRA, fully in line with European open access guidelines and regulations.</p> <p>In terms of no discrimination, UCLM organizes and participates in numerous events, regarding gender and collectives with special needs.</p> <p>The evaluation of the researchers is covered by UCLM’s Master Academic Plan. Merit evaluation of R3 and R4 researchers is performed by external national agencies (<i>sexenios</i>), and UCLM (<i>quinquenios</i>). UCLM also has regulations in place for the merit assessment that leads to salary complements. R2 and R1 researchers granted by competitive calls are evaluated by the corresponding funding agencies. R1 researchers are evaluated yearly through their supervisor and PhD commission. Teaching activities are also evaluated by students through surveys.</p> <p>Co-authorship is recognized in UCLM internal rules and regulations.</p> <p>WEAKNESSES:</p> <p>Although ethical principles were fulfilled at UCLM, there is not a UCLM’s written ethical code. In addition, there is not an ethical committee specialized in the survey, use and storage of sensitive data obtained in social sciences research projects.</p> <p>There is a general lack of awareness about co authorship procedures at UCLM.</p>

There is a general **lack of awareness about the management of research projects:** procedures, UCLM support mechanisms, economic issues, changes in the financial normative, Tech transfer possibilities etc.

There is a general **lack of awareness concerning IT security issues.** IT security procedures were not always followed. There is not a procedure to back up the data generated by research instruments.

Technology transfer units are overloaded.

There is not an open science platform.

Outreach activities are not coordinated.

Strengths and Weaknesses (Internal Review for Award Renewal)

STRENGTHS

Concerning **Research Freedom** and **Ethical principles**, both aspects can be considered as fully implemented. UCLM has approved different measures leading to it, such as a new web portal, the inclusion of ethical aspects in several rules of governance (i.e. the new Rules of Coexistence or the Code of Good Scientific Practices), and new ethics committees so that all areas of knowledge are now covered (including social sciences and humanities, that were not covered at the initial assessment phase). All committees can be viewed at the dedicated [Portal of Scientific Ethics](#), where all the information can be accessed.

A [Code of Good Scientific Practices \(CBPC\)](#) has also been published in 2023.

Professional responsibility continues to be fully implemented, and UCLM, as a public institution, is fully in line with the national and EU economic management rules, strictly abiding by them as encoded in our internal rules and regulations ([Reglamento de Presupuesto, approved 20/12/2018](#))

In general, **ACCOUNTABILITY AND TRANSPARENCY** are key aspects of UCLM's activity. There is a [Transparency Portal](#) which features updated facts and figures on different matters at UCLM. Moreover, in 2023 UCLM was awarded the [Prize to Excellence and Quality in the Public Service Delivery, awarded by the Department of Treasury, Public Administration and Digital Transformation](#) of the government of the region of Castilla- La Mancha (JCCM).

Also, UCLM was [awarded in 2023 the seal 'T for Transparent- Universities'](#) with a 3 star rating (***), the highest rate, by the Haz Foundation, meaning that UCLM fulfils more than 90% of the transparency indicators (in particular, 96%). This award is assessed and awarded by an independent body, the Haz Foundation, to those entities fulfilling a high rate of transparency indicators.

There is also a channel [Canal de Alertas](#) to report alleged fraud, crime or administrative misconduct through a secure online system that can be anonymous if desired. If not, the security and confidentiality of the data of the reporter are guaranteed. This channel is part of the [Anti-Fraud Plan of UCLM](#).

UCLM also performs an **active health and safety vigilance** through its special labour risks unit ([Servicio de Prevención y Medio Ambiente](#),) and a dedicated [Vice-Chancellor for Health Sciences](#).

Several training events were performed to improve IT security, and a [Cybersecurity Committee](#) has been created.

UCLM's **European Projects Office (OPE)** centralizes the necessary tools to train and support researchers for **applying to international research competitive calls and project management**. UCLM also has its own **IP rights regulations**, and UCLM's Technology Transfer Office ([OTRI](#)) oversees the assistance and training of issues related to IP. Also, UCLM belongs to the **Enterprise Europe Network (ACTIS project)** that supports and facilitates technology transfer among universities and industries. **Entrepreneurship** is also ruled by regulations and managed at the dedicated unit (OTRI) at UCLM.

UCLM's **outreach activities** are disseminated by UCLM's communication unit, that is very active in the participation in different events. More importantly, the creation and funding of the [Scientific Outreach Unit \(UCC+I\)](#) has thoroughly contributed to this aspect, including participation in social networks such as a [Telegram channel](#) and an award-winning radio programme at the regional network CMM, [Investiga, que no es poco](#), featuring UCLM's research projects and advances in an accessible tone for the layperson. Also, their [Annual Action Plan](#) is published on its website yearly. In addition, special outreach training for researchers is available.

The communication with industries, although there is not a communication plan established, several activities were carried out: distribution of founding calls. Infodays. Also, the Transfer Office monitor the relationships between the UCLM and companies and organize B2B meetings with companies.

UCLM also owns an **institutional repository RUIdeRA**, fully in line with European Open Access guidelines and regulations. Besides, an [Open Science web portal](#) within UCLM's website is in place, heavily supported by the Library Services. This is part of the [Portal for Research Support](#) hosted by the Library Services, as well as the creation of a [Zenodo community for UCLM](#) and other relevant platforms. A web site for Open Science has been created where the university community can upload content of their research. In addition, an Open Science Day has been held in November 2023 with FECYT.

In terms of **NO DISCRIMINATION**, UCLM organizes and participates in [numerous events](#) regarding gender, the LGTBIQ+ community and collectives with special needs. The [Equality and Diversity Unit](#) oversees and coordinates all actions related to these topics. This includes the elaboration of [internal rules, regulations, protocols and good practices](#) for diverse issues such as the use of non-sexist language, name changes for trans and intergender people and to prevent, early detect and act upon any instance of harassment at UCLM.

The **evaluation** of researchers is covered by UCLM's Master Academic Plan. Merit evaluation of R3 and R4 researchers is performed by external national agencies (*sexenios*), and UCLM (*quinquenios*). UCLM also has regulations in place for the merit assessment that leads to **salary complements**. R2 and R1 researchers granted by competitive calls are evaluated by the corresponding funding agencies.

R1 researchers are evaluated yearly through their supervisor and PhD commission through the [RAPI application](#). **Teaching activities are also evaluated** by students through surveys. R2-R3 researchers under SECTI category are evaluated following the **internal regulations**, as stated in their specific [call](#) for evaluation.

Co-authorship is recognized in UCLM internal rules and regulations.

WEAKNESSES

We have found that there seems to persist a **GENERAL LACK OF AWARENESS** about some procedures at UCLM, which is consistently fought by the dissemination wherever possible of all the resources available for researchers.

In order to overcome this, a series of online seminars about HRS4R issues has been carried out in 2024, aimed at the whole university community and with the participation of external speakers that have provided very valuable insights on the topics covered in the seminars.

Another weakness is the lack of an effective, based on indicators **system to detect the best research profiles** to be promoted from R1 to R2, R2 to R3 and R3 to R4, so that once they are detected, they can receive specific training or guidance to achieve their promotion.

Another useful system would focus on trying to **improve the recognition of PhD holders by the environment external to academia**, such as enterprises, so that they are seen as a highly qualified and interesting staff. This could be improved in liaison with the Technology Transfer Office (OTRI-UCLM).

The information in web portals is quite complete, but **not all of them are available in English** in their entirety for them to be more easily consulted by international researchers.

REMARKS

It is currently being developed by the General Secretary office at UCLM a **whole update and restructuring** of all UCLM **websites concerning rules and regulations**, so that all of them can be consulted in a single website that gathers and classifies them, making it easier for the whole university community to find them and consult them, instead of having to look for them throughout the different sections for each governing body, unit or centre at UCLM's website.

This will also contribute to a wider dissemination of rules and policies of UCLM amongst its users and staff.

Recruitment and selection

STRENGTHS:

Recruitment of **R3 and R4** researchers depends upon the specific calls provided from the Ministry of Education and is controlled by the applicable law. **UCLM is consolidating the position of the R2 researchers funded by *Ramón y Cajal* competitive calls**. R1 and R2 researchers funded by competitive calls were recruited by the funding organisms. UCLM has a self-funded program for the recruitment of R1 researchers.

There is a **centralized job offer website**, which includes regulations for the recruitment of researchers funded by research projects and researchers recruited by UCLM self-funded program.

Selection of R3 and R4 researchers is performed following the categories defined in the applicable law. R2 and R1 researchers funded by competitive calls are selected following the criteria of the specific calls and the projects' needs, according to PI's responsibilities. R2 and R1 researchers funded by research projects are selected following the procedures established by UCLM regulations.

The results of the selection of the candidates are published including the final score and a list of UCLM's staff involved in the process is also made public.

Merits are scored after the rating defined in the call for R4, R3 and R2 and R1 researchers recruited by competitive calls. In addition, scores for merits for salary complements for R4 and R3 researchers are also defined.

WEAKNESSES:

The **online job offer platform could be improved** by: creating a distribution list for job seekers, incorporating the new R3 and R4 offers into the platform, and translating job offers into English.

There is **not a homogeneous criterion** for the selection and merit judgement, for example: variations in the chronological order of cv of candidates, mobility for R1 and R2 researchers funded by research projects. The criteria depend on each project's necessities and PI requirements.

There is **not a specific evaluation procedure for R1 and R2 researchers financed by research projects**.

Strengths and Weaknesses (Internal Review for Award Renewal)

STRENGTHS

UCLM has always had in place internal **RULES AND REGULATIONS FOR THE RECRUITMENT OF RESEARCHERS** (recruitment protocol), being the last one published in 2021. However, the different changes in national labour laws and other university-affecting laws that have been passed at national level since 2021 have made it necessary to update the Regulations again, including too all the provisions of the Charter and Code related to the HRS4R award. The last update of the recruitment protocol has been [recently published \(July 2024\)](#) incorporating all the changes introduced by the last law of the Spanish University System (*LOSU*), the Royal Decree-Law 32/2021 and the latest modifications in the Law of Science, Technology and Innovation. The new staff recruitment regulations approved include a Guide to Good Practice in recruitment for research projects. It also provides for the standardization of current practices in terms of publication of posts, selection processes, rights and obligations, complaints and evaluation

Some **TRAINING ACTIONS** concerning these new incorporations to the Spanish legal system and its impact on our university have been carried out, for instance a training course delivered in 2024 by Research Management staff about the Law of Science 17/2022 which modifies Law 14/2011 and its heavy impact on recruitment conditions (i.e. temporary vs. non-fixed term contracts and its derived *problematique*).

Recruitment of R3 and R4 researchers depends upon the specific calls provided from the Ministry of Education and is controlled by the applicable law, together with MSCA actions. UCLM is **consolidating the position of the R2 researchers** funded by *Ramón y Cajal* competitive calls. R1 and R2 researchers funded by competitive calls were recruited by the funding organisms.

UCLM continues with the regular execution of its ambitious **self-funded program, *Plan Propio***, which incorporates, amongst other grants, the recruitment of R1 and R2 researchers, having a great popularity in each call. Programmes have also been implemented to improve the salary of national calls for proposals and complementary grants (*Beatriz Galindo* and *Ramón y Cajal*) with the aim of improving the competitiveness of contracts.

The [centralized JOB OFFER website](#) now includes sections for **all staff profiles in the same place** (including academic and non-academic staff). This centralised portal is **now available in Spanish and in English**, so that it is easier to access for international candidates. Work is currently underway with the ICT area to implement a system of alerts on UCLM vacancies that allows

registration via email to receive them. Information on the selection process is provided upon request and applies to 100% of applicants.

Also, **all the research positions, R1 to R4**, including permanent and tenured positions (*PDI*), are systematically published as well in the **EURAXESS Job portal**.

Selection of R3 and R4 researchers is performed following the categories defined in the applicable law. R2 and R1 researchers funded by competitive calls are selected following the criteria of the specific calls and the projects' needs, according to PI's responsibilities. R2 and R1 researchers funded by research projects are selected following the procedures established by UCLM regulations.

The results of the selection of the candidates are published including the final score and a list of UCLM's staff, including representatives of the trade unions, involved in the process is also made public.

Merits are scored after the rating defined in the call for R4, R3 and R2 and R1 researchers recruited by competitive calls. In addition, scores for merits for salary complements for R4 and R3 researchers are also defined.

WEAKNESSES

The online job offer platform could be further improved by creating a distribution list for job seekers.

There is not a specific evaluation procedure for R1 and R2 researchers financed by research projects, although they are incorporated as staff of the research groups and, as such, they undergo regular evaluations as a whole, so they are also indirectly evaluated as well as part of these groups, centres and departments.

REMARKS

Research management team responsables are already working with the university IT services so that in the near future it is possible to create distribution lists for new job offers, as well as the possibility to subscribe for alerts on updates on new job offers or updates in a particular one, based on the profile selected by the interested person.

Working conditions

STRENGTHS:

Professional recognition. It is covered by the national law of science.

Within the UCLM self-funded programs, there are calls for adaptation and improvement of **scientific equipment**.

Flexible working hours are implemented at the UCLM, as well as agreements with nursery schools. In addition, UCLM organizes summer schools for employees' children.

UCLM has **drafted an equality plan** and has appointed an equality commission. UCLM actively participates in different no discrimination initiatives such as international women's day. UCLM also has developed an anti-harassment protocol.

Training is widely available at UCLM. Courses were provided by different departments within the institution. Course thematics encompass from IP or entrepreneurship to teaching methodologies, mentorship, technical courses and soft skills. In addition, other training activities are organized at UCLM, such as special events for R2 and R1 scientists.

External **mobility** is promoted by UCLM through self-funded calls and external calls (e.g. Erasmus +). Sabbaticals are also considered within the self-funded programs. In addition, UCLM provides career guidance through CIPE (Job information Centre).

Co-authorship conflicts for R1 researchers are mediated by the doctorate school.

Teaching: the academic management plan states the teaching activities for each researcher's profile.

UCLM has a **University ombudsperson** and regulations that define his/her functions.

Researchers are represented in every UCLM's collegiate bodies.

Teaching activities provided by R1 and R2 researchers, are considered by law as collaborations, and they receive a certification of their engagement in these activities.

WEAKNESSES:

There is a **centralized list of instrumentations** and research facilities present at the UCLM, but there is a general **lack of awareness** about the location of this list. There is not a centralized instrumentation unit.

There is a general concern about the **few opportunities for consolidation of employment.**

Although salary complements are more competitive than other Spanish universities, **salaries are not comparable to other European countries.** However, this is a national issue, not particular to UCLM.

There is **not a written and published UCLM gender plan.**

There is **not a mentorship plan** at UCLM, **neither a career development plan.**

Although UCLM provides a great number of **training courses**, and there is a **centralized information website**, its dissemination could be improved, as there is a general **lack of awareness.**

There is **not a strategy towards the improvement of mobility of researchers to industrial environments**, although creation of technology-based companies or spin-offs is widely contemplated.

Although there are numerous **career advice opportunities** at UCLM, they are **not specially targeted for R1 and R2 researchers funded by research projects.**

There is a **general lack of awareness about IP and IP rights** at UCLM.

Strengths and Weaknesses (Internal Review for Award Renewal)

STRENGTHS

PROFESSIONAL RECOGNITION. It is covered by the national Law of Science.

FLEXIBLE WORKING HOURS are implemented at the UCLM, as well as agreements with nursery schools. In addition, UCLM organizes summer schools for employees' children **to improve the balance of family and work life** during the summer school holidays.

UCLM has approved and enforced an [Equality Plan](#) and has appointed an **equality commission**. There is also a **Unit for Equality and Diversity**, as detailed in the previous section. UCLM actively participates in different no discrimination initiatives and has also developed an anti-harassment protocol and other useful guidelines to avoid sexism and promote inclusiveness.

RESEARCH CAREER. A map of research career options has been designed and published dissemination actions have been organised, Numerous institutional trainings on transversal competencies have been carried out. UCLM has organized training courses for foster the professional career of R3+ researchers. The organisation of these training courses is done by the International Doctorate School.

EXTERNAL MOBILITY is promoted by UCLM through self-funded calls and external calls (e.g. Erasmus +) managed by the [Office of International Relations](#) and also the [Vice-Chancellor's Office for Faculty issues](#). [Research stays](#) are fostered and managed by the Research Management Unit under the Vice-Chancellor for Scientific Policy office.

SABBATICALS are also considered within the self-funded programs. In addition, UCLM provides career guidance for students and alumni through [CIPE](#) (Job information Centre)

CO-AUTHORSHIP CONFLICTS for R1 researchers are mediated by the doctorate school, as well as the University Ombudsperson's Office, and the Coexistence Commission.

TEACHING: the [Academic Management Plan \(POA\)](#) regulates the teaching activities for each researcher's profile. This document orders all the situations and activities concerning teaching hours, credits, exemptions, etc., depending on the objective circumstances of each staff profile. Besides, there are some specific funding calls and some provisions on the Spanish regulatory system (Law of Science, etc.) that also regulate teaching and lecturing allocation.

TEACHING activities provided by R1 and R2 researchers are considered by law as **collaborations**, and they receive a certification of their engagement in these activities. The request for this certificate is very popular, amounting to hundreds of requests every year and certificates are recognized by national accreditation offices like **ANECA**. The procedure for teaching recognition is written and published in the official regional gazette, being fully implemented. By the interim report (March 2021) almost 300 researchers had voluntarily applied for it.

COMPLAINTS: UCLM has a [University ombudsperson](#) and regulations that define his/her functions.

Researchers are REPRESENTED in every UCLM's **collegiate bodies**.

INFRASTRUCTURE: Within the **UCLM self-funded program (Plan Propio)**, there are calls for **adaptation and improvement of scientific equipment**. Concerning this aspect, a [new Central Instrumentation Service \(SIC-UCLM\)](#) has been created, so that all the available infrastructures are gathered in a single website, facilitating its search and access by the research community. A data base containing scientific equipment, services and infrastructure has been created. It is publicly available. Services, equipment and facilities are detailed, including technical specifications, contact information, prices and rates. A clear service offer protocol can be found as well as a list of links to contributing research centres and schools. Training and scientific outreach activities are spread through a noticeboard.

RESEARCH ENVIRONMENT: The website was renewed with concrete actions such as the improvement of the information distribution system via e-mail. **UCLMInforma** the current tool, has meant a change of format, where new criteria are used to identify possible recipients and allows the information to be organised in different sections for each type of information: events, calls for proposals, activities, corporate and institutional information, etc. This allows a better filtering of the information by the addressee. Also, the **new regulations for research institutes** have been drafted but are **pending approval** by the Governing Council.

MENTORSHIP: The mentorship program is in progress and will be resumed in the academic course 2024-25.

WEAKNESSES

Although **salary complements are more competitive** than other Spanish universities, **salaries are not comparable to other European countries**. However, this is a **national issue, not particular to UCLM**. Nevertheless, it can be downplayed by the relatively affordable cost of living in the region of Castilla-La Mancha in comparison to other areas such as Madrid, Barcelona or the Spanish south-east towns and cities.

However, there is a **serious issue with housing** (again, not particular to UCLM but to most Spanish cities) that sometimes poses a risk for international staff that may become discouraged to join UCLM due to the difficulty to find short-term accommodation (for longer term accommodation the situation is not as critical, but still difficult, especially for international candidates).

UCLM has tried to establish a **pilot mentorship program** but so far, we are **still in the selection phase** for mentors and mentees. The difficulties to find available mentors **outside academia** has made it hard for the program to be initiated, but in the next academic course starting in September 2024, all efforts will be made to expand the search for appropriate mentors, so that the program can be launched in its pilot phase during next course 2024-25.

There is not a dedicated strategy towards the **improvement of mobility of researchers to industrial environments**, although creation of technology-based companies or spin-offs is widely contemplated.

There is a general **lack of awareness about IP and IP rights** at UCLM, slowly overcome by training actions and outreach activities included in the annual training program.

REMARKS:

Through **EURAXESS services** delivered by the staff of the **European Projects Office** at UCLM, we try to help international researchers as much as possible with **practical issues** such as visas, residence permits and looking for accommodation, amongst other topics. There are several proposals for improvement concerning the search for **housing**, such as **liaising through the main management services** of each campus (*Vicegerencias*) **with several local estate agents** so that a list of available flats and apartments for short stays at UCLM can be created, assisting international staff or new recruitments with this issue.

The establishment of a **pilot mentorship program is still a priority**, so its preparation and development will be relaunched in the new academic course 2024-25.

Training and
development**STRENGTHS:**

R1 scientists are **evaluated by the RAPI application**, there is a good practices manual for the performance of doctoral theses, and the doctorate school mediates in conflicts between R1 researchers and their supervisors.

UCLM **fosters the excellence in publishing by the organization of various training courses** to acquire professional aptitudes.

WEAKNESSES:

There are **not official procedures to mediate in conflicts between supervisors and R1 and R2 researchers funded by research projects**, apart from the Ombudsperson.

There is **not a career development plan for R1 and R2 researchers**.

There is a general **lack of awareness about the continuous development mechanisms for researchers at UCLM**.

Although there are regulations for the supervision of R1 researchers, **no regulations are provided for the supervision of R2 researchers**.

Strengths and Weaknesses (Internal Review for Award Renewal)**STRENGTHS**

TRAINING is widely available at UCLM. Courses are regularly provided by different departments and sections within the institution. Course thematic ranges from IP or entrepreneurship to teaching methodologies, mentorship, technical courses, languages, health and safety risk prevention and soft skills, amongst other topics. There are also some actions specifically part of the institutional plan to improve staff digital competences, including the most recent AI programmes and its use in the academic and research sphere. There is a [Transversal Skills Virtual Classroom](#) that specifically provides online courses on cross-cutting issues and soft skills.

The [Unit for Training and Professional Development](#) is in charge of the coordination and development of the institutional annual training plan. There is an **annual training program** for different staff profiles: lecturing, teaching and research staff on the one side (*PI* and *PDI*) available [here](#), and technical, management, administration and services staff (*PTGAS*) on the other side, available [here](#). Both plans include a plethora of topics, ranging from specific skills to cross-cutting issues and soft skills. Also, there is an **annual open call to propose training actions** and courses in case any member of the university community wants to organise and deliver a new course, based on the actual needs of the staff. In addition, **other training activities** are organized at UCLM, such as special events for R1 and R2 scientists, especially at the International Doctorate School, which offers [training on cross-cutting issues for R1 PhD students](#).

A new protocol has been approved in 2023 concerning **Rules of Coexistence** (available [here](#)), which includes the creation of a **Coexistence Committee to mediate in conflicts** arising within the university community, as a previous step to the University Ombudsperson or the Services Inspection in case it is needed. This set of rules is a comprehensive document that encompasses a wide range of topics, including basic **coexistence rules, inclusion and non-discrimination, gender equality, anti-fraud** measures and rules, fostering **transparency and research ethics**.

SUPERVISION: there is a [good practices manual for the direction of doctoral theses](#), and the doctorate school mediates in conflicts between R1 researchers and their supervisors.

WEAKNESSES

There is **not a career development plan for R1 and R2 researchers**.

There is a **general lack of awareness** about the continuous development mechanisms for researchers at UCLM.

Have any of the priorities for the short- and medium term changed? (max 500 words)

No, the priorities have not changed. Actually, UCLM has increased the commitment to implementation, being included in the **Strategic Institutional plan 2021-2024**, available at <https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-030-Vicerrectorado-Economia/PDFEconomiaPlanificacion/Financiacion/NUEVA-PAGINA-FINANCIACION/Programa-de-Gobierno-2021-2024.ashx> (in particular, it is explicitly mentioned in **Actions R2.A13 and R4.A23**).

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Yes, external circumstances have impacted in the UCLM's recruitment procedures. Spain has changed its labor legislation and UCLM, as all the Spanish research institutions, is adapting its procedures to this new legislation.

As mentioned before, several national legislative changes occurred during these years, that impacted on human resources policy in research:

- Royal Decree-Law 8/2019, of March 8, on urgent measures for social protection and the fight against labor precariousness in the working day.
- Law 10/2021, of July 9, on telecommuting.
- Royal Decree 901/2020, of October 13, which regulates equality plans and their registration and amends Royal Decree 713/2010, of May 28, on registration and deposit of collective bargaining agreements.
- Royal Decree 902/2020, of October 13, on equal pay for women and men.
- Royal Decree-Law 32/2021, of December 28, on urgent measures for the labor reform, the guarantee of employment stability and the transformation of the labor market.
- The new Law of Science and Technology approved September 5, 2022.

All these legislative changes have had some impact on the UCLM human resources policy. Specifically, the labor reform law has had a radical impact on the recruitment of researchers, leaving a legal vacuum that has affected the ability to recruit researchers.

In addition, the publication of Royal Decree 8/2022 has meant a radical change in our recruitment policy, which presently is firmly committed to providing stability and permanence in the employment of our research personnel, as established in the European Charter for Researchers.

Finally, the Organic Law 2/2023, of March 22, of the University System (*LOSU*) makes it necessary to perform modifications in the UCLM's Statutes, which is foreseen to be performed during the academic course 2025-26, as the law states that it must be done before 2027.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

There are no strategic decisions that may influence negatively the action plan fulfilment and further development.

On the contrary, there is an enormous level of involvement of the working group, as the HRS4R procedures and actions are embedded within the Strategic Institutional Plan, both explicitly (as indicated above) and implicitly in the numerous actions that support its fulfilment.

We are also attaching in the additional documents Annex the **program-contracts with the regional government (JCCM) and R&D Research Institutes.**

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR Strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also select new objectives.

Note: Choose one or more of the principles from the GAP Analysis with their implementation ratings: New, In Progress, Completed, Extended

PROPOSED ACTIONS	C&C	CHRONOGRAM	RESPONSIBLE UN	INDICATOR(S) / TARGET(S)	CURRENT STATUS	REMARKS
<p>A1. HRS4R Kick-off, awareness and follow-up. An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist in the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organizing seminars, or briefings departments to influence the dissemination of the C&C key lessons to research staff.</p>	All	1Q 2019- 4Q 2022	Vice-Chancellor's Office for Research and Scientific Policy	<ul style="list-style-type: none"> • WG HRS4R constituted • WG OTMR constituted • Surveys to address the awareness 	COMPLETED	<p>All committees have been constituted since the beginning of the project. A more comprehensive description of these current groups is described in section 4 of this document in General overview of the expected overall implementation process of the action plan.</p> <p>Similarly, in order to maximise the implementation and dissemination of the HRS4R Action Plan, some of the actions have been included in the Strategic Plan 2021-2024, which is currently being implemented and can be consulted at the following link: https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-030-Vicerrectorado-Economia/PDFEconomiaPlanificacion/Financiacion/NUEVA-PAGINA-</p>

[FINANCIACION/Programa-de-Gobierno-2021-2024.ashx](#)).

These actions are:

- Enhancement of the Research Portal web application.
- Establishment of an Academic Integrity Committee and an Ethics Committee:
<https://www.uclm.es/es/misiones/investigacion/serviciosinvestigacion/portaleticacientifica>
- Generation of collaborative spaces for different areas.
- Boosting the internationalisation of research
- Programme of support for the reception of foreign visiting researchers:
https://www.uclm.es/misiones/internacional/movilidad/movilidad_ent_rante/docentes-e-investigadores
- Recognition of PIs of major international projects:
<https://www.uclm.es/centros-investigacion/CEE/Divulgacion/Conoce-Europa/ciencia>
- Establishment of a training plan for research and development staff in international fundraising:

Training PDI UCLM:
[https://www.uclm.es/misiones/lauc
lm/areas-gestion/area-
rrhhyadministracion/unidaddesarro
lloprofesionalaccionsocial](https://www.uclm.es/misiones/lauc
lm/areas-gestion/area-
rrhhyadministracion/unidaddesarro
lloprofesionalaccionsocial)

G9 training plan for doctoral
students:

[https://www.uclm.es/estudios/eid/
novedades/novedadeseid/formacio
n_doctorandos_g9_2024](https://www.uclm.es/estudios/eid/
novedades/novedadeseid/formacio
n_doctorandos_g9_2024)

- Creation of a Research Support Service, joint unit:
[https://www.uclm.es/es/Misiones/I
nvestigacion/ServiciosInvestigacion
/Serviciosdeapoyoalanvestigacion](https://www.uclm.es/es/Misiones/I
nvestigacion/ServiciosInvestigacion
/Serviciosdeapoyoalanvestigacion)
- Optimisation and creation of the Map of Research Structures and Equipment for a better use of resources:
[https://www.uclm.es/investigacion/
serviciodeinstrumentacion](https://www.uclm.es/investigacion/
serviciodeinstrumentacion)
- Promoting equipment sharing:
[https://www.uclm.es/Investigacion
/ServicioDeInstrumentacion/Servici
os/SeleccionInstrum?seccion=14](https://www.uclm.es/Investigacion
/ServicioDeInstrumentacion/Servici
os/SeleccionInstrum?seccion=14)
- Promotion of vocations in the R1s by means of collaboration grants in research groups.
- Conducting a study on generational change in the groups.

- Promoting the use of ORCID code (<https://www.uclm.es/areas/biblioteca/investiga/perfiles/orcid>) and Open Science (<https://www.uclm.es/areas/biblioteca/investiga/openscience/openscience2> institutional repository RuideRa (<https://ruidera.uclm.es/home>), OS call for APC funding via gold, promoting FAIR mode I: <https://biblioteca.uclm.es/Investiga/Apoyoinvestigacion/acuerdostransformativos>
- Promotion of relations with companies and public institutions to host doctoral students, industrial doctorates: https://www.uclm.es/estudios/eid/procedimientos/tramites/d_industrial
- Promoting the dissemination, visibility and popularization of science: <https://www.uclm.es/misiones/investigacion/uclmdivulga>

Specific seminars have also been organised to disseminate specific actions of the Plan, at the end of which surveys have been carried out to ascertain the degree of knowledge of

the community on the issues. These seminars are:

9 May 2024, *Good practices in the framework of HRS4R*, with the participation of Xavier Ariño, head of Institutional Projects of the Rector's Office of the Autonomous University of Barcelona and European evaluator of the HRS4R Logo. Registered participants: 91.

28 May 2024, *Research career and mentoring*, with the participation of Elisa García García, Project Officer at Spanish Foundation for Science and Technology (FECYT), Trainer, Career Advisor and María Luisa Campos, Xuventude Mentoring programme. Galicia.
Registered participants: 68.

13 June 2024, *Knowledge transfer and entrepreneurship at the University*, with the participation of Arístides Senra Díaz, Director of Innovation and Entrepreneurship at the Polytechnic University of Madrid (UPM).
Registered participants: 33

8 July 2024, *The evaluation of research and the implementation of COARA criteria in the Spanish system*, with the participation of Pastora Martínez Samper, Commissioner for International Action at the Open University

of Catalonia (UOC) and coordinator of the Spanish working group for the implementation of COARA. Registered participants: 57

OTHER DISSEMINATION ACTIONS:

Specialised conference on gender issues and ethics in Horizon Europe research projects at the UCLM - 27 JUNE

Attendees: 108 people

- **Speakers:** Julián Garde López-Brea, María Llanos Carrión Varela, Javier Valls Prieto, Lydia González García, Juana Morcillo Moreno and Sixto González Vllora.

Online material explaining the advantages of applying the C&C principles and HRS4R updates is published on the website

<https://www.uclm.es/misiones/investigacion/hrs4r> and new material is distributed to all

researchers and incorporated into the Welcome Handbook for newcomers:

https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/HRA4R-Sello-Europeo/UCLM-Researchers-Guide_eng_vf2024.ashx?la=es

						<p>News on HRS4R is regularly communicated through the UCLM Informa dissemination channel and at all researcher meetings.</p> <p>Regular online meetings are organised between campus members.</p>
<p>A2 Improve general OTMR procedures. The OTM-R implementation working group, will review and define the processes for selecting and recruiting researchers, for the progressive adaptation to the OTM-R system. The group will consist of representatives of all services with competence in selection and recruitment of researchers.</p>	<p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p> <p>18. Recognition of mobility experience (Code)</p> <p>20. Seniority (Code)</p>	<p>1Q 2019 to 4Q 2019</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy and Human Resources Unit</p>	<ul style="list-style-type: none"> • Introduce a distribution list for the communication of new job offers. • 100% of candidates informed automatically by mail about the selection process, including the evaluation reports for the unselected candidates. • 100% of the job offers published in English and Spanish. • 100% of job offers published at EURAXESS platform. 	<p>COMPLETED</p>	<p>The OTM_R working group has reviewed the recruitment policy to adjust the pending aspects of OTM-R, such as the translation of offers and the publication of vacancies in EURAXESS Jobs. Work is currently underway with the ICT area to implement a system of alerts on UCLM vacancies that allows registration via email to receive them.</p> <p>Information on the selection process is provided upon request and applies to 100% of applicants. In the future we will try to improve it by incorporating the possibility of establishing profiles and professional areas to receive the information best suited to each target. We are working on an automatic system to be integrated into the website itself.</p> <p>Similarly, R3 and R4 calls are also being published in EURAXESS Jobs. 100% of the calls publish the evaluation criteria.</p> <p>The Recruitment regulation updated to the most recent legislative changes, as indicated</p>

				<ul style="list-style-type: none"> • Include all the calls for R3 and R4 researchers at the job search portal. 		<p>above, has already been approved and will be followed by training for the actors involved:</p> <p>https://docm.jccm.es/docm/descargarArchivo.do?ruta=2024/07/11/pdf/2024_5526.pdf&tipo=rutaDocm .</p>
<p>A3. Normalise the OTM-R's regulations for the recruitment of R1 and R2 researchers funded by research projects. To homogenize the current practices in job advertising, selection recruitment, rights and duties, complaints and evaluation.</p>	<p>11. Evaluation/appraisal systems</p> <p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in</p>	<p>2Q 2019</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> • Recommendations guide for the recruitment and selection of R1 and R2 published. • Guide to address different issues related with R1 and R2 (Co-authorship, relation with supervisor, teaching, conflicts solving, IP rights, etc.) published. 	<p>COMPLETED</p>	<p>The new staff recruitment regulations approved include a Guide to Good Practice in recruitment for research projects. It also provides for the standardization of current practices in terms of publication of posts, selection processes, rights and obligations, complaints and evaluation. This regulation also establishes the procedure for the evaluation and accreditation of the excellence of researchers.</p> <p>https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/DocumentosVR/CBPC-DOCM.ashx</p>

	<p>the chronological order of CVs (Code)</p> <p>18. Recognition of mobility experience (Code)</p> <p>20. Seniority (Code)</p> <p>32. Co-authorship</p> <p>36. Relation with supervisors</p>			<ul style="list-style-type: none"> • Procedure for evaluation and accreditation of excellence for these researchers published. 	
<p>A4. Design a new self-funded program for the retention and attraction of talented researchers. To improve the scientific excellence of UCLM, calls for the incorporation or consolidation for R2, R3 and R4 will be published. The number and the required profiles of these job offers will depend on the funding of the regional government. Improvement of salaries of R1, R2 and R3 scientists funded by research</p>	<p>25. Stability and permanence of employment</p> <p>26. Funding and salaries</p> <p>28. Career development</p>	<p>4Q 2020 - 1Q 2021</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> • New calls for the attraction of R2, R3 and R4 researchers published. • Regulations published for the improvement of salaries of R1, R2 and R3 scientists funded by 	<p>COMPLETED</p> <p>The latest data on the number of predoctoral and postdoctoral staff recruited under <i>Plan Propio</i> (Self-funded program) are the following:</p> <p>Year 2021: PREDOCTORALS: 210 applications, 31 awarded. POSTDOCTORAL: 90 applications, 30 awarded.</p> <p>Year 2022:</p>

projects will also be included, or complementing their salaries by funds of arising from competitive or private projects (article 83 of the LRU)

research projects based on the quality of their performance.

PREDOCTORALS: 168 applications, 31 awarded.

POSTDOCTORAL: 77 applications, 20 awarded.

Year 2023:

PREDOCTORALS: 178 applications, 45 awarded.

The programme is expected to continue in 2024 including also new postdoctoral positions.

Programmes have also been implemented to improve the salary of national calls for proposals and complementary grants (*Beatriz Galindo* and *Ramón y Cajal*) with the aim of improving the competitiveness of contracts.

IMPROVEMENTS FOR THE RECRUITMENT OF RAMÓN Y CAJAL RESEARCHERS:

- The remuneration of the *Ramón y Cajal* contracts at UCLM will be 42,000 euros gross per year distributed in 12 monthly payments during the first phase of the three-year contract, the minimum established in the call being 35,000 euros.
- In the case of exceeding R3, the remuneration will be 52,000 euros gross per year distributed in 12

monthly instalments, the minimum established in the call being 41,500 euros.

- Post-contract stabilisation commitment.
- Possibility of recognition of three-year and six-year periods and their payment.
- Participation as PIs in calls for proposals under the *Plan Propio*.
- Guarantee of participation in teaching activities Assignment of a pre-doctoral contract.

IMPROVEMENTS FOR THE RECRUITMENT OF RESEARCHERS *BEATRIZ GALINDO*:

The UCLM will provide the following improvements to those hired under this programme:

- Salary improvement: The salary conditions of those hired under this programme of excellence will be increased with an additional increase over the minimum total cost required by the Ministry of Science, Innovation and Universities of the contract of €10,000/year for the Senior modality and €5,000/year for the Junior modality.
- Aid for research: Likewise, the UCLM will provide each of the researchers who join the academic institution with a one-off aid of

						<p>€25,000 for the start of their research activity.</p> <ul style="list-style-type: none"> • Pre-doctoral contract: The UCLM will call for a pre-doctoral contract associated with the line of research to be developed by each researcher who joins the UCLM through the <i>Beatriz Galindo</i> programme.
<p>A5. Offer support for professional career development. Design a map of professional research career options, inside and outside UCLM, especially highlighting the influence and possibilities of international or industry opportunities in professional development.</p>	<p>11. Evaluation/appraisal systems</p> <p>28. Career development</p> <p>38. Continuing Professional Development</p>	<p>4Q 2020 - 1Q 2021</p>	<p>Vice-Chancellor's Office for Transference and Innovation</p>	<ul style="list-style-type: none"> • Workshops and courses organised for professional career development. • Map of professional research career options published. 	<p>COMPLETED</p>	<p>A map of research career options has been designed and published and can be consulted here: https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/HRA4R-Sello-Europeo/Guia-Carreras-Profesionales_esp_form_vf-2024.ashx?la=es</p> <p>And dissemination actions have been organised, such as the seminar held on 28 May 2024 on professional careers and mentoring. In addition, this information is included in the Welcome Manual: https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/HRA4R-Sello-Europeo/UCLM-Researchers-Guide_eng_vf2024.ashx?la=es</p> <p>Numerous institutional trainings on transversal competencies have been carried out (breakdown and figures are</p>

					attached in the pdf annex of additional documentation).	
					Participation in the UCLM's Training Plan for Assistant Lecturers.	
					Conference: "The UCLM's Own Plan and Postdoctoral Research for Excellence in Castilla-La Mancha" (17/07/2024): https://www.uclm.es/es/noticias/noticias2024/julio/albacete/jornada_postdoctorales_pla_npropio	
A6. Improvement of collaborations with industry. The Technology Transfer Unit will be improved by the incorporation of new capacities such as improving communication and visibility techniques. In addition, bilateral contacts between industries and researchers will be encouraged. These contacts will be coordinated providing a higher visibility to the official agreements established with industry, business associations, business chairs, etc.	4. Professional attitude 29. Value of mobility 31. Intellectual Property Rights	3Q 2020	Vice-Chancellor's Office for Transference and Innovation	<ul style="list-style-type: none"> • Communication plan from Technology Transfer Office in order to combat lack of awareness of the research community (e.g. newsletter). • Communication strategy after signing agreements between UCLM and regional technological companies. 	COMPLETED	<p>There is not a communication plan established to lead the collaborations with industry. However, several activities were carried out:</p> <ul style="list-style-type: none"> - All calls for innovation and transfer proposals and other information about innovation and technology transfer are published through the internal channel (UCLMInforma). - Some info days were organised during 2023 and 2024 to inform researchers about the agreement between European Business and Innovation Centres of Ciudad Real and Talavera de la Reina, for supporting researchers in valorization processes of their research results, including spin-off

- Organised b2b meetings between researchers/ research groups and enterprises.

creation process, and related UCLM internal regulations:

2024:

- Agile Innovation Day: from Research to Market. Held in Toledo on 22 April
- 3 presentation sessions of the IMPULSA SPIN-OFF 2024 programme. Held in Ciudad Real (12 March), Albacete (13 March), Cuenca (14 March).

2023:

- 3 Presentation sessions of the IMPULSA SPIN-OFF 2023 programme. Held in Ciudad Real (27 April), Albacete (24 April), Talavera de la Reina (26 April).

- An internal call for proposals was launched at the beginning of 2024 with the aim to boost innovation and research results transfer in UCLM. 76 projects were granted with a total budget of 949.308,00 €, funded by ERDF.
- A new and innovative tool for expert searching was created to connect businesses and researchers in UCLM, which also allows Transfer Office to monitor these relationships easier. It can be used from June 2024:

<https://buscadordeexpertos.apps.uclm.es/>

COMMUNICATION STRATEGY AFTER SIGNING AGREEMENTS BETWEEN UCLM AND REGIONAL TECHNOLOGICAL COMPANIES

When a contract or agreement is signed between researchers and other institutions (including industries), the main researcher contacts Communication Office to publish a press release.

ORGANISED B2B MEETINGS BETWEEN RESEARCHERS/RESEARCH GROUPS AND ENTERPRISES.

2024:

UCLM3E 2024 Employment Forum, held in Cuenca 18 April

- 4, 5, 6 April EVOO Fair and NUTS Experience 2024.
- 20, 21 and 22 March, celebration of the 13th edition of *Transfiere* Forum (Malaga).
- Information day Cluster 5: Mobility and Energy of Horizon Europe (HE), organised by the EPO and with the participation of the OTRI through the EEN+.
- February 22nd Talent Day CLM with AEFCLM

- 29 February 6th Investment Support Forum: THE UCLM, YOUR R&D&I DEPARTMENT
- B2b ITECAM (22 May Tomelloso).

2023

- I University-Business Innovation Forum of Ciudad Real, (8 November) in collaboration with the IMPEFE of Ciudad Real.
- B2b ITECAM (November - Tomelloso).
- Participation in the Exporta CLM event held on 10 February at the Faculty of Economics and Business Studies.
- Participation in the National Wine Fair (FENAVIN 2023)

2022

- AEROEND4.1 Technological Conference on Non-Destructive Testing (NDT), which was held on 23rd and 24th November at the Albacete Campus.
- National Wine Fair (FENAVIN 2022)
- Extra Virgin Olive Oil and Nuts Fair (AOVE&NUTS), 17-19 March
- "12 months, 12 challenges" conference held in Puertollano (National Hydrogen Centre) on 20 January.

2021

- 12 months 12 challenges DO Manchego Cheeses (6 May)
- 12 months 12 challenges conference, 25 May "The great challenge of the small: the solution for a more accessible nanotechnology" Oasis Project
- 12 months 12 challenges day Conscytex Company (Eiffage) (15 June)

2020

- Conference on blockchain, Science and Technology Park of Castilla-La Mancha 28/1/2020
- Funding opportunities for business cooperation in the field of international innovation, event organised by IPEX (10 July 2020).

<p>A7. Pilot a mentorship program. Starting with the selection of a network of mentors aimed to develop the potential of young researchers, by transfer of knowledge and learning through the experiences of seniority. This activity will be proposed both to active and recently retired researchers and professionals outside UCLM. Mentors will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life.</p>	<p>28. Career development</p>	<p>4Q 2020 - 1Q 2021</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> • To set up a pilot mentorship program. • Training courses to improve the mentorship abilities of R4 researchers available. • Workshops and courses organised for professional 	<p>IN PROGRESS</p>	<p>The preparation of the pilot programme has been delayed due to difficulties in finding suitable mentors outside academia. Appropriate training for mentors and supporting documentation will be provided. The pilot programme will last approximately two months and its results will be used to evaluate and adjust the general mentoring programme that UCLM will then implement. As an introduction, a seminar was held on 28 May 2024 where some successful mentoring programmes were presented and the pilot programme was explained and people were invited to participate:</p>
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				career development.		In September 2024, in view of the new academic year, the preparation of the pilot programme will be relaunched.
A8. Write an equality plan. Presently, the UCLM equality plan is drafted. The HRS4R will push the completion of a final version of the plan to be approved by the governing board of the University.	2. Ethical principles 27. Gender balance	3Q 2019 -2Q 2022	Vice-chancellor's Office for Students and Social Responsibility	<ul style="list-style-type: none"> • UCLM equality plan published. • Action implementation report 	COMPLETED	<p>The UCLM has approved an Equality Plan 2020-2024 which is currently being implemented and which, in the coming months, will be reviewed and updated for the coming years. https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-020-Gabinete-Rector/igualdad/Normativa/Plan_Igualdad_UCLM.ashx?la=es</p> <p>This Plan has an Interim Monitoring Report made in 2023 which is published and can be consulted at: https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-020-Gabinete-Rector/igualdad/Normativa/Plan-Igualdad-UCLM-Informe-intermedio-de-seguimiento-version-final.ashx?la=es</p>
A9. Improve the UCLM research Ethics awareness and create new ethical committees. To show mechanisms to solve issues that historically were found to be controversial, such as co	2. Ethical principles	2Q 2021	Vice-Chancellor's Office for Research and Scientific Policy	<ul style="list-style-type: none"> • Research ethics manual published. • To create an ethical committee for 	COMPLETED	The UCLM has 4 research ethics committees that assess research projects in social sciences, clinical research, biological agents and biosafety and animal experimentation. These Ethics Committees are of a consultative and permanent nature and are responsible for reflecting, issuing reports

authorship, supervision etc. Create the Ethical Committee for Social Sciences.

taking care of
social sciences
data generated.

- Ethical committee for solving specially complicated cases created.

and formulating recommendations on the ethical and deontological principles of scientific activity.

<https://www.uclm.es/misiones/investigacion/serviciosinvestigacion/portaleticacientifica>

In addition, the UCLM has a Coexistence Committee that has published a document of Norms of Coexistence whose content corresponds to a Manual of Ethics:

<https://www.uclm.es/misiones/laucm/conseljodireccion/sg/unidadesrelacionadas/comisionconvivencia>

Similarly, the Governing Council approved a specific document under the name of the Code of Ethics and Good Governance which will complement the actions undertaken so far: <https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-160-Secretaria-General/PDFSecretariaGeneral/Procesos-Participativos/Codigo-Etico-y-Buen-Gobierno-UCLM.ashx?la=es> .

Awareness-raising actions:

Specialised conference on gender and ethics in Horizon Europe research projects at the UCLM of the day - 27 JUNE 2024

Attendees: 108 people

Speakers: Julián Garde López-Brea, María Llanos Carrión Varela, Javier Valls Prieto, Lydia González García, Juana Morcillo Moreno and Sixto González Villora.

<p>A10. Improve IT security. To coordinate the existing approaches followed by researchers and filling the existing data storage gaps in the research teams.</p>	<p>7. Good practice in research</p>	<p>2Q 2021- 3Q 2021</p>	<p>General Secretary</p>	<ul style="list-style-type: none"> • To provide methods for the backup of data generated by research instruments. • Virtual cloud storage replacing shared hard drives provided. 	<p>COMPLETED</p>	<p>Details of courses and participants for this period (2021-2212, 2022-23, 2023-24) of the Professional Development and Social Action Unit are included in the attached pdf of additional documentation.</p> <p>Each member of UCLM has an individual OneDrive store space in the cloud, which can be shared amongst the selected users or groups.</p> <p>A new Cybersecurity Committee has been created: https://www.uclm.es/Misiones/LaUCLM/ConsejoDeDireccion/VTED/UnidadesServicios/Comite_Ciberseguridad</p> <p>and UCLM has adhered to the Association Gaia-X España, https://www.gaiax.es/, an initiative coordinated by different public and private institutions, which aims to create an infrastructure in which the associated entities can share their data in a shared and free repository.</p> <p>In addition, we can highlight as well the creation of a Zenodo community for UCLM https://zenodo.org/communities/uclm-biblioteca/records?q=&l=list&p=1&s=10&sort=newest and other relevant platforms.</p>
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<p>A11 Create an Open science platform. To make public funded UCLM’s research results, publications and research data, freely accessible in digital format with no or minimal restriction.</p>	<p>8. Dissemination, exploitation of results</p>	<p>1Q 2022-4Q 2022</p>	<p>Vice-Chancellor’s Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> • Open science platform created. • Publication statistics of the scientific production per year. 	<p>COMPLETED</p>	<p>A page has been created for Open Science (https://www.uclm.es/areas/biblioteca/investiga/openscience/openscience2) where the university community can upload content for which they can count on the Library’s Research Support Service: https://biblioteca.uclm.es/es/Investiga .</p> <p>In addition, an Open Science Day has been held in November 2023 with FECYT and transformative CRUE data agreements are pending signature.</p> <p>About COARA, a seminar, <i>The evaluation of research and the implementation of COARA criteria in the Spanish system</i>, was held on 8 July 2024, with the participation of Pastora Martínez Samper, Commissioner for International Action of the Open University of Catalonia (UOC) and coordinator of the Spanish working group for the implementation of COARA. Registered participants: 57</p> <p>The statistics on scientific production by year are included in the Research Report. https://www.uclm.es/misiones/investigacion/ofertacientificotecnica/memoriainvestigacion</p>
<p>A12. Centralize scientific outreach. Coordinate the dispersed outreach activities of UCLM, to account for the</p>	<p>9. Public Engagement</p>	<p>1Q 2022-4Q 2022</p>	<p>Vice-Chancellor’s Office for</p>	<ul style="list-style-type: none"> • Scientific outreach unit created. 	<p>COMPLETED</p>	<p>The UCLM has a Scientific Culture and Innovation Unit (UCC+i) (https://www.uclm.es/misiones/investigacion)</p>

individual outreach activities, find synergies and elaborate a common strategic outreach plan.

Research and
Scientific
Policy

- Strategic plan for outreach activities published.

[on/uclmdivulga](#)) which carries out activities throughout the year, including participation in the European Researchers' Night, Science Week and other specific activities linked to the UCLM itself.

Since 2021 it has an Annual Action Plan which is published on its website:

- 2021:
<https://www.uclm.es/misiones/investigacion/uclmdivulga/presentacion/plan-de-divulgacion-2021>
- 2022:
<https://www.uclm.es/misiones/investigacion/uclmdivulga/presentacion/plan-de-divulgacion-2022>
- 2023:
<https://www.uclm.es/misiones/investigacion/uclmdivulga/presentacion/plan-de-divulgacion-2023>
- 2024:
<https://www.uclm.es/misiones/investigacion/uclmdivulga/presentacion/plan-de-divulgacion-2024> and [https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/UCLMdivulga/Documentos/Plan de Comunicacion 2024 UCLM.ashx?la=es](https://www.uclm.es/-/media/Files/A01-Asistencia-Direccion/A01-023-Vicerrectorado-Politica-Cientifica/UCLMdivulga/Documentos/Plan%20de%20Comunicacion%2024%20UCLM.ashx?la=es)

UCC+i activity data in 2024:

- Science Week 2024:
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/semanaciencia2023uclm>
- The Night of Researchers:
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/noche-europea-cuenca-2023> and
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20231003-noche-europea-investigadores-cuenca>
- TCES Debates:
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/uclmdivulgadebatestces>
- 11F, World Day of Women and Girls in Science: 'Interview a

scientist in your classroom'
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20240208mujerciencia24>
and theatre performance "Female scientists UCLM: Past, present and future"
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/cronicateatro09f2024>

- III Edition "*Divulgación en Prisión*" (Outreach in Prison):
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20240422cienciaenprision>
- Pint of Science" Science Outreach Festival:
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/>

[actualidad-todo/20240508pintofscience2024](https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20240508pintofscience2024)

- G9Missions "Green Week" at Toledo Campus:
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20240606greenweek>
- #Hilotesis:
https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20231204_hilotesis_uclm ,
<https://www.uclm.es/global/promotores/organos-de-gobierno/vicerrectorado-de-investigacion-y-politica-cientifica/novedades/uclmdivulga/actualidad-todo/20240311hilotesisuclm>

<p>A13. Improve research infrastructures access to researchers. Elaborate a catalogue including all the scientific and technological equipment available at the departments, institutes and research centres, and could also include other available scientific services, outside of UCLM.</p>	<p>23. Research environment</p>	<p>4Q 2021</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> • Catalogue of scientific infrastructures published. • To establish a procedure to request internally the use of scientific equipment 	<p>COMPLETED</p>	<p>A data base containing scientific equipment, services and infrastructure has been created. It is publicly available through https://www.uclm.es/investigacion/servicio_deinstrumentacion . Its main goals are:</p> <ul style="list-style-type: none"> - optimisizing the use of techniques, equipment, and scientific facilities inside the UCLM - easing technical and scientific knowledge exchange with other universities and public institutions - displaying a scientific services, equipment and facilities portfolio to private companies - easing professional training - raising awareness of scientific activities in society <p>Services, equipment and facilities are detailed, including technical specifications, contact information, prices and rates.</p> <p>A clear hiring protocol can be found as well as a list of links to contributing research centres and schools. Training and scientific outreach activities are spread through a noticeboard.</p> <p>The website was launched on the 18th of April 2022 with data from a group of volunteer contributors. The project was announced, and research centres and schools were invited to join. It is supported by motivating policies such as a specific call for equipment maintenance funding.</p>
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In this same website it is possible to consult the internal procedure for the use of equipment and so far, 210 registrations have been made in this service: 199 equipment, 9 services and 2 facilities distributed in 5 institutes, 5 faculties and a pilot plant located in 4 campuses (AB, CR, TO, CU). These are classified in 3 divisions and 14 sections, as can be seen here (there is a search engine and an interactive organisation chart):

https://www.uclm.es/investigacion/servicio_deinstrumentacion/servicios

By way of illustration, so far in 2024 the website has received a total number of 6,096 visits.

As future improvements of this action, we can indicate the following:

- Increasing the number of equipment, services, and facilities available through the data base

- Translating the website of the Centralised Instrumentation Service

https://www.uclm.es/investigacion/servicio_deinstrumentacion

<p>A14. Improve the R1 and R2's researchers teaching recognition. UCLM will provide official teaching certificates to all R1 and R2 researchers reflecting the number of teaching hours performed. As a new regulation has been published between the closure of surveys and the elaboration of this action plan, the new process established will be closely monitored, to assess its effectiveness.</p>	<p>33. Teaching</p>	<p>1Q 2019</p>	<p>Vice-Chancellor's Office for Research and Scientific Policy</p>	<ul style="list-style-type: none"> • Accreditation document of the teaching activities of each R1 and R2 researcher that performs teaching activities available. 	<p>COMPLETED</p>	<p>The procedure for teaching recognition is written and published in the official regional gazette, DOCM: https://docm.castillalamancha.es/portaldocm/descargarArchivo.do?ruta=2018/09/06/pdf/2018_10167.pdf&tipo=rutaDocm), being fully implemented. By the interim report (March 2021) almost 300 researchers had voluntarily applied for it.</p> <p>The procedure continues to be very popular, as the following figures show:</p> <p>In 2022: 133 applications</p> <p>In 2023: 233 applications</p> <p>In 2024 (until July): 168 applications</p>
<p>A15. Centralise, evaluate and disseminate UCLM training activities. By the performance of a survey to address the training activities that researchers need. Reinforcing the diffusion of the training offers, especially for R1 and R2 researchers in cross-disciplinary training and teaching. Reinforce the dissemination of the training courses centralising all the public engagement</p>	<p>30. Access to career advice</p> <p>31. Intellectual Property Rights</p> <p>39. Access to research training and</p>	<p>4Q 2021</p>	<p>Human Resources Unit</p>	<ul style="list-style-type: none"> • Results of the Survey of researcher's training courses needs analysed. • New courses of continuous development, professional career and soft skills available. 	<p>COMPLETED</p>	<p>The Unit for Training and Professional Development https://www.uclm.es/misiones/laucm/areas-gestion/area-rrhh/administracion/unidaddesarrolloprofesional/accionesocial) is in charge of the coordination and development of the institutional annual training plan .</p> <p>There is a specific annual training program for different staff profiles: lecturing,</p>

activities on one website and do it easily accessible.

continuous development

- Results of the participation and interest of the existing courses analysed.
- To improve visibility of the existing website dedicated to training courses.

teaching and research staff on the one side (*PI* and *PDI*) available here: <https://e.uclm.es/servicios/doc/?id=UCLMD-OCID-12-8068> and technical, management, administration and services staff (*PTGAS*) on the other side, available here: <https://e.uclm.es/servicios/doc/?id=UCLMD-OCID-12-8188> Both plans include a plethora of topics, ranging from specific skills to cross-cutting issues and soft skills. Also, there is an annual open call to propose training actions and courses in case any member of the university community wants to organise and deliver a new course, based on the actual needs of the staff. Detailed information about the catalogue of courses, figures and participants can be found in the pdf of additional documentation attached.

OF THE OTRI (Technology Transfer Office):

- Training day "Technology Transfer and Entrepreneurship: From the Lab to the Company", 12 December 2023 (BHV-Partners-UCLM)
- Training day "Entrepreneurship in health: Valorisation of companies", 15 December 2023 (BHV-Partners-UCLM)
- 2 series of conferences about intellectual property, carried out in November 2020-January 2021, and

September 2021, in 4 and 3 sessions, respectively.

2021:
<https://eventos.uclm.es/69211/detail/en-el-camino-correcto-para-una-propiedad-industrial-exitosa.html>

REST OF TRAINING ACTIVITIES: details are included in the attached pdf of additional documentation.

<p>A16 Improve information flow to the University community by the Centralisation of the information in easily accessible websites, and perform special communication events in those items that were found to be less familiar. Organize and centralize dispersed information in the UCLM's website. a) Technology transfer b) IP c) Outreach d) Training offers e) Project management f) Etc. Perform special communication events regarding: a) IP b) Complaints appeals c) Postdoctoral appointments</p>	<p>3. Professional responsibility</p> <p>7. Good practice in research</p> <p>8. Dissemination, exploitation of results</p> <p>10. Non-discrimination</p>	<p>1Q 2020- 3Q 2020</p>	<p>General Secretary</p>	<ul style="list-style-type: none"> Website updated. COMPLETED Special communication events performed 	<p>The website was renewed at the beginning of the implementation of this Action Plan and now the objectives have been reinforced with concrete actions such as the improvement of the information distribution system via e-mail, previously known as UCLMExpress. This system consists of sending out a single daily bulletin that concentrates all the relevant information on what is happening in the university and is important to disseminate to the university community. The new name is UCLMInforma.</p> <p>Moving from UCLMExpress to UCLMInforma has meant a change of format, where new criteria are used to identify possible recipients and allows the information to be organised in different sections for each type of information:</p>
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24. Working conditions

28. Career development

30. Access to career advice

31. Intellectual Property Rights

32. Co-authorship

33. Teaching

34. Complaints/appeals

35. Participation in decision-making bodies

36. Relation with supervisors

events, calls for proposals, activities, corporate and institutional information, etc. This allows a better filtering of the information by the addressee, also helped by being a newsletter with a better visual and user-friendly appearance.

The objectives of the institutional policies, in this sense, are to deepen the capacity to amplify the dissemination of information, for which the Events page has also been improved (<https://eventos.uclm.es/>), and to improve internal communication through the UCLMInforma system.

There is also a dedicated Vice-Chancellor in charge of Coordination, Communication and Promotion. In their website it can be checked all interesting communication events and important information:

<https://www.uclm.es/misiones/laucm/conseljodireccion/vccp>

In relation to the HRS4R Logo, a specific website has been created which includes all the information related to the Logo and its implementation

(<https://www.uclm.es/misiones/investigacion/hrs4r>) and which dedicates a special section to the events held in relation to it (<https://www.uclm.es/misiones/investigacion/hrs4r/eventos>).

governing and decision-making bodies of UCLM	27. Gender balance	/ Human Resources Unit	• Centralised repository of training activities generated at UCLM	Vicerrectorado-Politica-Cientifica/HRA4R-Sello-Europeo/UCLM-Researchers-Guide_eng_vf2024.ashx?la=es
c) Complaints mechanism and functions of the University Ombudsman	28. Career development			It will also include centralised information on all training courses:
d) Ethical aspects	30. Access to career advice			
e) Anti-plagiarism software	31. Intellectual Property Rights			https://www.uclm.es/Misiones/LaUCLM/areas-gestion/area-rrhhyadministracion/UnidadDesarrolloProfesionalAccionSocial
f) Intellectual properties guidelines	32. Co-authorship			
g) Co-authorship, co-direction normative, etc.	33. Teaching			
h) Professional attitude and description of the existing support systems for project management	34. Complains/appeals			
i) Security and risk prevention issues; workplace health, also including insurance procedures for international mobility	35. Participation in decision-making bodies			
j) Personal and professional life balance measures, nondiscrimination and gender policies.	36. Relation with supervisors			

	<p>37. Supervision and managerial duties</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p> <p>40. Supervision</p>					
<p>A18. To write and implement a norm of governance of research institutes for conferring independence in their management, increasing their autonomy.</p>	<p>2. Ethical principles</p> <p>23. Research environment</p> <p>35. Participation in decision-making bodies</p>	<p>3Q 2021-4Q 2021</p>	<p>Vice-chancellor's Office for Scientific Policy</p>	<ul style="list-style-type: none"> • New norm of governance published 	<p>IN PROGRESS</p>	<p>The new regulations for research institutes have been drafted but are pending approval by the Governing Council. It is expected to be approved in 2024 after the summer period, when activity resumes with the new academic year in September.</p>

<p>A19. To foster action A9 with the definition of a procedure and ethical committee to approach disputes between researchers.</p>	<p>37. Supervision and managerial duties</p> <p>2. Ethical principles</p> <p>34. Complains /Appeals</p>	<p>1Q 2022- 4Q 2022</p>	<p>Vice-chancellor's Office for Scientific Policy</p>	<ul style="list-style-type: none"> • Minutes of sessions of the committee • Annual activity report issued by the committee 	<p>COMPLETED</p>	<p>UCLM has approved different measures, the inclusion of ethical aspects in several rules of governance (i.e. the new Rules of Coexistence or the Code of Good Scientific Practices), and new ethics committees so that all areas of knowledge are now covered (including social sciences and humanities, that were not covered at the initial assessment phase). All committees can be viewed at the dedicated Portal of Scientific Ethics, where all the information can be accessed.</p> <p>A Code of GOOD SCIENTIFIC PRACTICES (CBPC) has also been published in 2023</p> <p>A Coexistence Commission has been appointed to deal in a first instance with the disputes between researchers. https://www.uclm.es/misiones/laucm/consejodedireccion/sg/unidadesrelacionadas/comisionconvivencia</p> <p>The annual activity report of the university ombudsperson inform to the academic community about the incidents and disputes that have taken place during the year.</p>
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<https://www.uclm.es/misiones/laucm/organosdegobierno/defensoriauniversitaria/informesanuales>

A20. Perform a study of the staff and PIs to identify the research groups that will require generational renewal in the next 3-5 years.

20. Seniority
25. Stability and permanence of employment

4Q 2022

Vice-chancellor's Office for Scientific Policy

- Report and study elaborated and published.

IN PROGRESS

The Vice-Chancellor for Faculty and Professional Development has already performed a preliminary study that will be further developed in the next academic course, together with the Vice-Chancellor for Scientific Policy.

A21. Impulse the professional career of R3 researchers by providing them with training for Ph.D. thesis supervision.

28. Career development
28. Career development
36. Relation with supervisors
39. Access to research training and continuous development

2Q 2022

Vice-chancellor's Office for Scientific Policy

- Training courses organised.
- Report on the courses and actions taken.

IN PROGRESS

During the academic year 2024-2025 the UCLM Doctoral School will provide training to prospective PhD supervisors under a course called "Toolbox for PhD supervisors" which will be offered to all researchers at UCLM but specially targeted at those in early-mid stages of their careers (R2-R3).

This training intends to qualify our personnel to support their future PhD students with the most relevant procedures in their pre-doctoral training, the search for training

40. Supervision

					<p>opportunities at the Spanish and EU University system.</p> <p>As for the contents of the course, together with the topics mentioned above, attendees will be also informed about students' mental health issues and in-house resources to deal with them, intellectual property rights in PhD dissertations, scientific ethics, conflict management and academic leadership.</p>
<p>NEW ACTION A22: Perform a new survey to be distributed among all the researchers to assess the degree of implementation of the HRS4R award after the 5 years of implementation</p>	ALL	Q1 2025	Vice-chancellor for Scientific Policy and Human Resources Unit	<ul style="list-style-type: none"> • Perform the new HRS4R's survey. • Include the results of the analysis into the next action plan <p>NEW</p>	<p>This survey will be carried out so that we have a better understanding of the scope of impact of HRS4R measures and their implementation. It will also lead to future actions that need to be reinforced.</p>
<p>NEW ACTION A23: Sign DORA and COARA agreements. To join the San Francisco Declaration on Research Assessment (DORA) and the Coalition for Advancing Research Assessment (CoARA) in the conviction that the time is ripe to move towards a new culture of research assessment in all its diversity.</p>	ALL	Q4 2025	Vice-Chancellor for Scientific Policy	<ul style="list-style-type: none"> • Sign the two declarations • Perform dissemination events on the meaning of DORA and COARA for the research community <p>NEW</p>	

<p>NEW ACTION A24: Promote the well-being and mental health of the UCLM university community. Seeking to adapt to the different profiles: R1-R4 and research management staff and research support services.</p>	<p>24. Working conditions</p>	<p>Q2 2026</p>	<p>Vice-Chancellor for Scientific Policy, Vice-Chancellor for Health Sciences, Human Resources Unit , Vice-Chancellor for Culture, Sport and Social Responsibility</p>	<ul style="list-style-type: none"> • Survey to discover the needs of the researcher and other staff. • Analysis of the survey • Drafting a programme of actions to address the identified needs 	<p>NEW</p>	<p>The Vice-Chancellor for Scientific Policy will lead this action, liaising with the relevant areas to perform a survey to assess the emotional well-being of the research community in its broader sense, i.e. not only R1 to R4, but also including research managers, technicians and all the other staff necessary for research to be carried out at the university.</p> <p>The SOAPP (Service of Psychological and Psychopedagogical Orientation and Counselling) will also play a prominent role in this action: https://www.uclm.es/misiones/laucm/campus/vidacampus/soapp</p>
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The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:

<https://www.uclm.es/misiones/investigacion/hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Our university will use the Open, Transparent and Merit-Based Recruitment Toolkit implementing the following six actions:

AO1. Publish on line a guide of UCLM's OTM-R policies in English and Spanish and use international job offering platforms for attracting foreign researchers. In accordance with OTMR principles Nº 1, 2, 6, 7, 9 and 19; to be implemented on 2-3 Q 2019, by Vice-Chancellor's Office for Research and Scientific Policy / Human Resources Unit. Indicators expected are:

- Publish contents on Website
- Translate job offerings to English
- Publish the job offers at EURAXESS
- Number of international students applying for open positions
- Perform a survey among researchers to identify improvement areas for attracting foreign researchers
- Design measures for talent attraction

AO2. Improve the existing centralized job portal to monitor the suitability of the candidates and the direct communication of the selection process and feedback to the candidates. In accordance with OTMR principle Nº 4, 10, 20, 21; to be implemented on 3-4 Q 2019 by Vice-Chancellor's Office for Research and Scientific Policy / Human Resources Unit. Indicators expected are:

- Update existing website
- Number of calls published
- Number of offers received
- Study the scientific profile of researchers that were incorporated to UCLM
- Analyse the results of the study
- Design indicators based in the detected Gaps detected in the study
- Include a protocol for providing feedback for the interviewees.

AO3. Design protocols for job offer writing and distribution. In accordance with OTMR principle Nº 11, 12, 13, to be implemented on 4 Q 2019 by Vice-Chancellor's Office for Research and Scientific Policy /Human Resources Unit. Indicators expected are:

- Write protocol
- Number of candidates that applied from EURAXESS

AO4. Adequate UCLM's OTMR policies for attracting women. In accordance with OTMR principle Nº 8, 18; to be implemented on 4Q 2019 by Vice-Chancellor's Office for Students and Social Responsibility. Indicators expected are:

- Publication of UCLM's equality plan
- Number of women incorporated.
- Perform statistics of the composition of the committees.

AO5. Design of an OTMR training course. In accordance with OTMR principle Nº 3, to be implemented on 1Q 2020 by Human Resources Unit. Indicators expected are:

- Course designed
- Number of staff following training in OTM-R

AO6. Design of on-line survey for controlling the quality of the implementation. In accordance with OTMR principle Nº 5, 23, to be implemented on 1Q 2022 by Human Resources Unit. Indicators expected are:

- Design the survey
- Launch the survey
- Analyse results
- Design a procedure to increase the awareness of the OTM-R criteria

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

During 2021-2022, regulatory changes have strongly impacted the researchers' recruitment procedures. Although theoretically, the stability of researchers is improved, it has a major impact in the HR department workload, and therefore in the implementation of the foreseen OTM-R's recruitment procedures.

Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market - hereinafter Labor Reform -, has meant a profound change for labour relations in the country and is proving to be quite a challenge for UCLM. This Royal Decree has also meant a period of three months of total lack of definition, since, on the one hand, it only allows the indefinite-term hiring of workers (except in the cases mentioned below), while the General State Budget Law prohibits this type of hiring for the Public Sector.

In general terms, except in the case of contracts with European funding or those derived from the Recovery, Transformation and Resilience Plan (Additional Provision Five), the Labor Reform has made impossible to continue formalizing temporary contracts after March 30, 2022. Therefore, a large part of the annual temporary hiring had to be carried out prior to that date to be able to continue having personnel for at least 6 months, while awaiting an update of the current Science Law or the approval of a new one.

Finally, last April 5, Royal Decree-Law 8/2022 was approved, adopting urgent measures in the field of labour contracting in the Spanish Science, Technology and Innovation System, which resulted in the incorporation, in the current Science Law, of article 23.BIS, which makes it possible to formalize indefinite-term contracts

aimed at developing projects and lines of research that are financed by private funds or through public funds and whose origin is not European or within the scope of the Recovery, Transformation and Resilience Plan.

This updating of labour legislation obliges to rethink UCLM recruitment mechanisms to adapt to the philosophy of indefinite hiring and not only to the philosophy of a temporary project-based scope. All this involves raising the awareness of the principal investigators, informing the Work Committee, changes in the management of research projects and, therefore, in the process of calls for job offers.

In addition, the new Science Law that was approved Law 17/2022, September 5, 2022, also requires changes in the recruitment of researchers.

Finally, the Organic Law 2/2023, of March 22, of the University System makes it necessary to introduce modifications in the UCLM's statutes, which is foreseen to be performed during the academic course 2025-26, as the law states that it must be done before 2027.

Nevertheless, the commitment to all and every OTM-R principle remains unchanged, as proved by the publication of Regulations for the contracting of research staff at the UCLM, whose purpose is to regulate the rights and responsibilities of research personnel in compliance with the recommendations related to the European code of research personnel. The publication of this document has experience delays due to its adaptation to the new legislative changes mentioned above.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL:

<https://www.uclm.es/Misiones/Investigacion/HRS4R/Contratacion-y-empleo>

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

The beginning of the implementation was led by a working group who impulse the kick-off and many materials. After one year and a half of the implementation period there were elections at the university. This affected the composition of the Steering Committee (SC) and the Implementation Working Group (IGW), changing the appointment of the Vice Rector for Research. However, the commitment and resources dedicated, did not affect the development of the Action Plan. On the contrary, the HRS4R principles were embedded in the new Strategic plan and actually the HRS4R was explicitly mentioned, as said above.

The SC and IWG were reconfigured but the support offered by a) a team of external consultants, who served as project leaders among the IWG and teams, and b) by the researchers who were part of the specific working groups, was maintained. The updated composition of all the committees is attached in the additional documentation pdf.

Specific Working Teams

Responsible for the general definition and development of the actions described in the Action Plan, SWTs are composed by researchers at different levels of their careers and management staff, specifically appointed in each SWT.

OTM-R Specific Working Team

In a first stage, the Specific Team on Good Practices in Research analysed the current selection procedures concerning predoctoral and postdoctoral positions funded by UCLM as well as selection procedures related to research staff hired within externally funded research projects. The IWG wrote a draft for the new norm and Internal Guidelines for the three selection procedures, as well as Guidelines for applicants and for internal research staff and other tools addressed to improve our selection and recruitment procedures. This regulation was approved by the Governing Council of the university and has already been published at the regional official gazette (DOCM).

HRS4R web page.

A complete web is addressed to facilitate to researchers and research managers, the access to relevant institutional documents and websites concerning C&C principles is available in Spanish and partially in English. The website is regularly updated with any new documents or information regarding the relevant policies.

AWARENESS ON HRS4R

The main goal is to involve the UCLM community into the HRS4R and increase the number of researchers and research managers who are aware of the C&C principles and OTMR procedures and their implementation at UCLM. There was a series of seminars developed concerning HRS4R topics and it is ensured that in every event delivered by the Research Area staff there is a mention to the HRS4R award and implications. Besides, there is an institutional strategy concerning corporative visual identity that includes embedding the HR logo in every member of staff digital signatures (e-mail signature).

RECRUITING

Effective recruitment and selection procedures are key in attracting and retaining high quality staff. For recruitment and selection procedures to be effective it is essential that they are fair, rigorous and transparent, and it is the Policy of UCLM to ensure that the best candidate for the job is selected. This is also in line with Spanish laws and regulations on public employment that demand the highest standards on transparency and makes it compulsory to follow the principles of equality, merit and capacity.

As the selection process for permanent staff is strictly regulated by law, the working group revised the recruitment and selection procedures for non-permanent researchers. The discussion of the OTM-R guidelines and templates has been especially useful to better understand the level of implementation, and to draw the roadmap for the coming years. After 2021, several processes concerning recruitment and selection have been modified. The final outcome of this is the new "REGULATION FOR THE SELECTION PROCESS OF RESEARCH STAFF AT UCLM", which has been already published and which has been fully adapted to the latest legal changes in the Spanish system, as detailed above.

Nevertheless, while its elaboration and approval was in progress, there are some results that have already been improved, such as the increase in the number of job positions internationally advertised.

CAREER DEVELOPMENT

Researchers career paths have changed dramatically in the last years, becoming much more complex. By providing tools and counselling, UCLM can support talented researchers to be ready for seeking opportunities either in Castilla-La Mancha, Spain, Europe or elsewhere, in academia, industry or research management positions. The UCLM's mentoring program will play a key role in this, as the mentors are expected to be from outside academia or working in non-traditional academic roles.

TRAINING

The training plan at UCLM is very wide, encompassing diverse and cross-cutting topics as well as more specialized ones and available for the whole university community (teaching, lecturing and research staff, on the one side, and admin, technical, management and services staff on the other). Also, the International Doctorate School focuses their training on R1, including seminars, workshops and courses on cross-cutting and complementary skills specifically addressed to complete their doctoral training. Also, there will be developed some other initiatives focused on R2, R3 and R4 (mainly training R2-R3 to develop and R4 to refine supervisory and leadership skills). As a pilot experience, some new courses and seminars on these topics will be launched in the course 2024-25 and following.

From the 21 actions included in the action plan, 18 were completed, 4 were still in progress
Actions completed

- A1. HRS4R Kick-off, awareness and follow-up.
- A2 Improve general OTMR procedures.
- A3. Normalise the OTM-R's regulations for the recruitment of R1 and R2 researchers funded by research projects.
- A4. Design a new self-funded program for the retention and attraction of talented researchers.
- A5. Offer support for professional career development.
- A6. Improvement of collaborations with industry
- A8. Write an equality plan.
- A9. Improve the UCLM research Ethics awareness and create new ethical committees.
- A10. Improve IT security.
- A11 Create an Open science platform.
- A12. Centralize scientific outreach.
- A13. Improve research infrastructures access to researchers.
- A14. Improve the R1 and R2's researchers teaching recognition.
- A15. Centralise, evaluate and disseminate UCLM training activities.
- A16 Improve information flow
- A17. Write a welcome manual linked to the UCLM's welcome plan.
- A19. To foster action A9 with the definition of a procedure and ethical committee to approach disputes between researchers.

Actions in progress:

- A7. Pilot a mentorship program.
- A18. To write and implement a norm of governance of research institutes
- A20. Perform a study of the staff and PIs to identify the research groups that will require generational renewal in the next 3-5 years.
- A21 Impulse the professional career of R3 researchers by providing them with training for Ph.D. thesis supervision.

Finally, 3 new actions have been included into the action plan.

A22: Perform a new survey to be distributed among all the researchers to assess the degree of implementation of the HRS4R award after the 5 years of implementation.

A23: Sign DORA and COARA agreements

A24: Promote the well-being and mental health of the UCLM university community

Make sure you also cover all the aspects highlighted in the checklist below:

How have you prepared for the internal review?

For this internal review, the following actions were carried out:

- An Internal Evaluation Commission (IEC) was created, consisting of the current IGW (members can be seen in the attached pdf of additional documentation) and a team of consultants. It also included additional staff for each of the specific topics and from the different management areas, especially the Human Resources department.
- Once the current situation map was prepared, numerous online meetings (from May 2023 to July 2024) were held between the IEC and the team of consultants to identify improvements in the current action plan and prepare the current evaluation. Also, the IEC met frequently both individually and with the designed members of the IGW.
- The IEC prepared the Internal Review Templates and the Steering Committee was informed and approved its content.
- The designated person at the IEC from the Research management area verified the adequacy between the templates and the online platform and uploaded the content of the report.

How have you involved the research community, your main stakeholders, in the implementation process?

- Researchers are members of the HRS4R implementation work groups, and researchers and administrative staff are members of the OTM-R implementation working group.
- Some meetings have been organized in which researchers have actively participated. Members of Government Council of UCLM have been informed of the implementation process of HRS4R.

- Once the contents had been drawn up (e.g. welcome manual, recruitment policy, website, etc.) a group of volunteer researchers was convened to give their opinion on the work carried out, before the final documents were made public.
- In addition, a broad communication effort is being made at all levels of the organization to explain, aware and involve the UCLM community. The strategy has been explained and included in all communication activities and events delivered by any member of the IGW and its respective area (HR, Research, etc.)

Do you have an implementation committee and/or steering group regularly overseeing progress?

- The implementation working group (IWG) meets once a month. The online meetings are developed in an efficient way with an agenda of topics to be discussed and consensus notes on the decisions taken. In addition, a virtual folder is available to file meeting notes, working material, intermediate documents, and results.
- The IWG reports regularly to the Steering Committee (SC) as one of the IWG members is also a member of the SC (Prof. Dr. Antonio Mas López, Vice-Chancellor for Scientific Policy), in this case the Governance Team. Besides, the top management of the university (Rector and General Manager) are regularly updated on the process of the award and its follow-up.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

UCLM's Strategic Plan 2021-2024 already includes the HRS4R policies embedded, both implicitly and explicitly. In addition, work is being done to include it in the next updating of the UCLM's strategic plan.

There is also the commitment to implement it within the European Universities initiative (project COLOURS, <https://colours-alliance.eu/>) .

How is your organisation ensuring that the proposed actions are also being implemented?

- The commitment to HRS4R is included in the UCLM's government program, but there is also a strong institutional commitment. Many people in key positions are sensitive to changes that must be implemented and are committed to their achievement, together with a communication system that permeates until further levels of the structure in basic posts. There is a strong commitment to the HRS4R policies in different areas of admin and services as well.
- Furthermore, to ensure the implementation of actions in a timely manner, efforts are made to allocate enough internal resources.

How are you monitoring progress (timeline)?

- The leadership and direction of the whole process is being headed by the Vice-Chancellor for Scientific Policy and with full support of UCLM Rector.
- The monitoring is carried out by the team of consultants, which is responsible for monitoring the development of indicators and they are fully in liaison with the key people at the Research management area.
- Performance indicators chosen for each action are reviewed every six months, and reported to the Steering Committee, which take corrective measures in case of deviation in time or scope.

How will you measure progress (indicators) in view of the next assessment?

There will be an initial assessment meeting with the IGW whose conclusions will be forwarded to the SG. Then, periodical measurements on the performance indicators will be performed by the IGW bi-monthly and reported to the SG every six months. Any deviations on the planned objectives will be swiftly addressed and remedial action taken with the full knowledge of the SG.

A yearly assessment internal meeting will be arranged with the IGW, the WG and the relevant members of the SG.

How do you expect to prepare for the external review?

- The IGW will meet with the WG and all stakeholders (researchers representatives including R1-R4 profiles) before the visit is arranged to inform them about the process and provide them with all the information.
- A communication campaign will be relaunched at the beginning of the academic course in September 2024 to inform the whole university community of the process's next steps.
- With this, an interim report after 12 months of activity will be drafted and a final report matching with the 3 years period will be prepared, as is set in the new procedures. For these reports the evaluation templates available in Euraxess will be used.
- In addition, an evaluator from Euraxess will perform a pre-evaluation to prepare the UCLM for the onsite evaluation.

Additional remarks/comments about the proposed implementation process: (max. 1000 words):

UCLM will have a new electoral process presumably in December 2024, so it will be more convenient if the onsite evaluation could be scheduled before the elections take place, in case the current governing team of the university suffers any changes, as the involved people already

have a thorough knowledge of the HRS4R process and having a new team taking over may cause delays, as their knowledge of the Action Plan may be less in depth than that of the current IWG. –