

## Initial Assessment - EC Consensus Report

**Case number:** 2018ES328092

**Name Organisation under assessment:** university of Girona

**Submission date of initial GAP-Analysis, HR Strategy and Action Plan:** 10/10/2019

This report was drafted by the Lead-Assessor in consensus with the members of the assessment team

**Submission date:** 02/06/2020

### Eligibility assessment

Please rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

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**YES / NO / PARTLY    Recommendations**

	YES / NO / PARTLY	Recommendations
Have the Strategy and Action Plan been published on the organisation's website?	Partly	The Action Plan is published on the organization's website. It will be very useful to be published also the Gap Analysis and the OTM-R checklist
Have the Strategy and Action Plan been published in English?	Yes	
Have the Strategy and Action Plan been published in a visible place?	Yes	It is in two levels beep University of Girona > Investigate > HRS4R. A direct link on the main page of the organization to the HRS4R page will be very useful.
Have the following elements of the templates for the Gap Analysis and the HR Strategy and Action Plan been completed with sufficient details and quality?		
<ul style="list-style-type: none"> <li>▪ Gap Analysis</li> <li>▪ HR Strategy and Action plan <ul style="list-style-type: none"> <li>• Organisational information</li> <li>• Strengths and weaknesses of the current practice</li> <li>• Actions</li> <li>• Implementation</li> </ul> </li> </ul>	Yes	

## Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation.

Rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
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	YES / NO / PARTLY	Recommendations
Is the organisational information provided sufficient to understand the context in which the HR Strategy is designed?	Yes	
Is the Action Plan coherent with the Gap Analysis?	Yes	
Have a steering committee and working group been established to guarantee the implementation of the HRS4R-process?	Yes	
Has the research community been sufficiently involved in the process, with a representation of all levels of a research career?	Yes	Research community is represented in the steering committee but further involvement of the research community is necessary in the implementation of the action plan
Are the relevant management departments sufficiently involved in the process so as to guarantee a solid implementation?	Yes	
Have adequate targets and indicators been provided in order to demonstrate when/how an action will be/has been completed?	Yes	
Is the organisation establishing an OTM-R policy?	Yes	
Are the goals and ambitions sufficiently ambitious considering the context of the organization?	Yes	

## General Assessment

**Accepted**



**Pending** minor modifications



**Declined** pending (major) revisions



### Explanation

- Accepted: This application meets the criteria and the HR award is granted.**  
 The assessors might have commented on your file asking for future focus on a particular aspect/criterion, so please refer to the comments given above.

- **Pending** minor modifications: This application **broadly meets the criteria**, but the assessors have some concerns/questions about specific areas/criteria. Please reflect about the feedback given above and update your file before **re-submitting within 2 months**.
  
- **Declined** pending (major) revisions: This application does not meet the criteria; please make the appropriate changes taking into account the comments of the assessors before **re-submitting within 12 months**.

## General Recommendations

If any of the above statements have prompted a "no" in the evaluation, please provide suggestions of modifications in the form below.

If the general assessment is:

- "pending minor modifications" the recommendations are split into:
  - Immediate mandatory modifications (to be implemented in order to obtain the award, resubmission within 2 months)
  - Other modifications (to be carried out during the implementation phase).
  
- "declined pending major revisions" the recommendations are split into:
  - Mandatory modifications (in order to obtain the award, resubmission within 12 months)
  - Other modifications.

## Recommendations \*

Universitat de Girona has shown a thorough GAP Analysis with direct relations to the Action Plan. They are aware of their strong sides as well as their organizational weaknesses, which they are determined to work out. Some may say that there was lack of survey on the level of complying with the Charter and Code, but in most big universities they may not always be reliable. UdG proved vast consultations among the University society (interviews, meetings), which is considered sufficient.

Clearly established structure of management, execution of actions and monitoring gives impression of a well thought through plan. Action plan itself is very elaborate and thorough. At first you might think it is too ambitious and could be hard to execute, but when analysed deeper it occurs separate actions are linked and create groups. All 22 actions are grouped into 6 thematic areas bound together in a comprehensive structure:

1. Ethics and Gender Equality (Actions 1,2,17)
2. Research Data Management and Open Access (Actions 3,4,5,6,7)
3. OTM-R (Actions 12,14,15,16)
4. Research Career Framework (Actions 19,20)
5. Research Management and Assessment (Actions 8,18,21)
6. Communication (Actions 9,10,11,12,22)

My suggestion for the Assessors of the Implementation Phase is to examine execution of the plan based on above list.

The Action Plan is published on the organization's website. It will be very useful to be published also the Gap Analysis and the OTM-R checklist.

A direct link on the main page of the organization to the HRS4R page will be very useful.

If the organisation deserves to be commented on their ambition, their actions, evidence of good practice and/or their implementation process, please provide a commentary supporting this. (max. 2000 words)

Universitat de Girona is determined to execute the Action Plan before the HRS4R Award is granted, which is clearly stated in the implementation section. The process description document shows the commitment of the authorities to the process. It is also clear that all groups of the employees are going to be involved in the implementation of the strategy.

The gap analysis is accurate and exhaustive; different formats and tools were used for the internal consultation and the participation of researchers was good (55%). A relevant number of researchers and support staff participated on a voluntary basis in the discussion about the results of the Gap Analysis.

The Action Plan reflects the gap identified in the gap analysis, targets and indicators are clear and detailed.

Application documents show that the Institution gives the high level of confidence in the successful implementation of the Action Plan and embedding of the HRS4R in the overall policies of the UdG. Universitat de Girona is ready to receive the HR Excellence in Research Award.