

HR Excellence in Research

Internal Review

Internal Review

Case number

2018ES328092

Name Organisation under review

university of Girona

Organisation's contact details

Pic de Peguera, 15 (La Creueta), Girona, 17003, Spain

1. Organisational Information

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 add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Proposed ACTIONS

| Action 1 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| A1. Code of Ethics Write and disseminate the Code of Ethics, a collective self-regulating instrument that provides an accessible and comprehensive guide to established ethical policies and procedures on core activities of the UdG (teaching, research and knowledge transfer and social commitment) and fundraising/financing (investment and procurement). | (+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 6. Accountability | 2022: Q3, Q4 | Vice-Rectorate for Territory and Social Commitment Social Commitment Unit | TARGETS: 1. Benchmarking of ethical code of outstanding research centres and universities identify the topics that should be included in the Code 2. Writing of the draft of the code 3. Approval of the draft by the Governing Council 4. Code of Ethics published in Catalan 5. Code of Ethics published in Spanish and English 6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 7. Code widely disseminated among the UdG community INDICATORS: 1. Share of targets met 2. Statistics of access to the Code of Ethics published online |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE From 2020 to 2023, a team led by Dr Sílvia Llach, Vice-Rector for Territory and Social Commitment at the UdG, Dr Ferran García-Bragado, member of the CEIC (Ethics and Research Committee) of Girona, Dr Joan Canimas, scientific coordinator of the Observatory of Applied Ethics in Social, Psycho-educational and Socio-health Care, member of the Ethics Committee of Social Services of Catalonia, the Healthcare Ethics Committee of the Institute of Healthcare (IAS), the Research Ethics Committee of the IAS and the Ethics, Research and Biosafety Committee of the University of Girona, Mr Arnau Raya, representative of the Student Council of the UdG, Ms Sílvia Lloveras, Head of Social Commitment at the UdG, and Ms Mercè Pibernat, HRS4R project implementation technician at the UdG, wrote the UdG's Code of Ethics, based on other codes currently applied at Spanish universities and organizations (CRUE). The UdG's Code of Ethics is available at https://dugi-doc.udg.edu/handle/10256/25865. It highlights four topics: Freedom, Equality, Integrity, and Engagement. https://guia-investigador.udg.edu/en/index-2/ In addition, other issues and explanations, such as the procedure for ethical review depending on the field of research and a description of the Research Ethics and Biosafety Committee, are also accessible through the researchers' guide webpage at https://guia-investigador.udg.edu/es/408-2/. Furthermore, the UdG has also approved a Child Protection Protocol, available at https://www.udg.edu/ca/Portals/50/OContent_Docs/Protocol_infancia_DEFINITIU_en.pdf, which is also included in the researcher guide, under the section "Responsible Research and Innovation". If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1dr95UIQhidm__uux0iSjeC7REvy60T_R?usp=sharing</p> <p>Indicators 1. Share of targets met: 100% 2. Statistics of access to the Code of Ethics published online There have been 342 visits to date https://dugi-doc.udg.edu/handle/10256/25865/statistics</p> |

Proposed ACTIONS

| Action 2 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A2. Code of Good Practices in Research & Innovation Write and disseminate a Code of Good Practices in Research & Innovation, a collective self-regulating instrument made up of a set of actions, recommendations, and commitments for research practices. This code should improve and expand the EDUdG Code of Good Practices and address emerging challenges emanating from technological developments, open science, citizen science and social media, among other areas in line with the European Code of</p> | <p>(+/-) 1. Research freedom</p> <p>(+/-) 2. Ethical principles</p> <p>(+/-) 3. Professional responsibility</p> <p>(+/-) 6. Accountability</p> <p>(+/-) 7. Good practice in research</p> <p>(+/-) 8. Dissemination, exploitation of results</p> <p>(+/-) 32. Co-authorship</p> | <p>2023: Q1, Q2, Q3</p> | <p>Vice-Rectorate for Research and Knowledge Transfer Office of Research and Technology Transfer Doctoral School</p> | <p>TARGETS: 1.Benchmarking of Code of Good Practices in Research and Innovation of outstanding institutions 2.Identify the topics that should be included 3.Write a draft of the Code of Good Practices in Research and Innovation, considering the EDUdG Code of Good Practices 4.Open consultation with stakeholders 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 6.Approval of the Draft by the Delegate Committee for Research, Transfer and Doctorate 7.Code of Good Practices in Research and Innovation published in Catalan 8.Code translated into Spanish and English 9.Dissemination and support to the research community for implementation</p> <p>INDICATORS: 1.Share of targets met 2.Number of accesses to the code published online 3.Number of dissemination events 4.Attendees at training events</p> |

Proposed ACTIONS

| Action 2 | Current Status | Remarks |
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| Conduct for Research Integrity published by ALLEA. | COMPLETED | REACREDITATION PHASE Throughout 2024, a working group led by Maria Martin, Assistant to the Rector for Infrastructure and Scientific and Technical Resources, Maria Pla, Vice-Rector for Research and Knowledge Transfer, Pepus Daunis, Vice-Rector for Quality and Transparency, Joan Andreu Mayugo, Vice-Rector for Human Resources, Gerardo Boto, Director of the Doctoral School, Mercè Pibernat, Project Implementation Technician, and including David Angelats, Teresa Reixach, Raquel Giró, Mercè Pérez, Montserrat Estopà, Maria Teresa Bosch, Olga Taravilla, Eva Bussalleu, Nadia Fava, Josep Garre, Narcís Palomeras, Enric Bagué, Joan San, Susana Mantas, Isidre Llorente, Oriol Vidal, Gemma Diaz, Gemma Boix, Alberto Ruda, M. Lluïsa Matas, Maria Luisa Garcia-Romeu, Oriol Ponsatí-Murlà, Pau Blasco, Roberto Juan Aguado, and Carolina Madeira, Delegate of the Rector for Promotion and Dissemination at UdG, as well as Juan Jose Suñol, Anna Quintanas, Anna Bonmatí, and Joaquin Brugue, undertook the drafting of the UdG's Code of Good Practices. This code was approved on October 31, 2024, by the UdG management and published in Spanish, Catalan, and English: https://dugi-doc.udg.edu/handle/10256/25675 . The guide covers aspects such as research procedures, research collaboration, and dissemination of research. It represents a set of principles and guidelines designed to promote integrity, transparency, quality, respect, and fairness in the development of research, while seeking to improve working conditions and the professional development of teaching and research staff (PDI), as well as technical, management, administrative, and service staff (PTGAS). This Code is intended to serve as a guide for the entire university community. In addition, the introductory meetings for R1 and R2 students include talks on the Code of Research Practices. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1BUzyGmKnUC2kL6GC4KbHbXfh3xUvZB64?usp=sharing Indicators 1. Share of targets met: 100% 2. Statistics of access to the Code of Good Practices in Research & Innovation published online There have been 409 visits to date Check out the https://dugi-doc.udg.edu/handle/10256/25675/statistics |

Proposed ACTIONS

| Action 3 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A3. Data Ownership Policy Prepare and formally adopt the UdG's Data Ownership Policy, assigning roles and responsibilities to key actors. It should establish clear guidance on relevant issues such as sound management practices and the retention and maintenance of research records/data, and describe its relationship to other relevant University policies.</p> | (+/-) 3. Professional responsibility | 2020: Q3, Q4 | Vice-Rectorate for Quality and Transparency Library Service | <p>TARGETS 1.Benchmarking of Data Ownership Policy in Research and Innovation of outstanding research centres and universities 2.Write a draft of the Policy 3.Approval of the draft by the Delegate Committee for Research, Transfer and Doctorate 4.Policy published in Catalan 5.Policy translated into Spanish and English and available at the dedicated web page 6.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1.Share of targets met 2.Number of accesses to the documents</p> |
| | (+/-) 4. Professional attitude | | | |
| | (+/-) 6. Accountability | | | |
| | (+/-) 36. Relation with supervisors | | | |
| Current Status | Remarks | | | |
| COMPLETED | <p>REACREDITATION PHASE UdG has published the Research data management policy of the University of Girona which recognizes the importance of good practice in research data management and storage, using infrastructures that comply with data access protocols (such as Sharepoint) and justifies the creation and adoption of a policy to support this. https://dugi-doc.udg.edu/handle/10256/20837 If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1LWwDUAeePu2KxYqHjblI8vZaHbc787ag?usp=sharing Indicators 1. 1. Share of targets met: 100% 2. Statistics of access, There have been 1042 visits to date check out the https://dugi-doc.udg.edu/handle/10256/20837/statistics</p> | | | |

Proposed ACTIONS

| Action 4 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A4. Intellectual Property Policy</p> <p>Prepare and formally adopt the UdG's Intellectual Property Policy (IPP), recommended by the World Intellectual Property Organisation, to</p> <p>1. Clarify the ownership of and the right to use the IP resulting from the institution's own or collaborative R&D activities; 2. Set out the rules of the institution on how to accurately identify, evaluate, protect and manage IP for its further development, usually through some form of commercialisation; and 3. Provide a transparent framework for cooperation with</p> | <p>(+/-) 3. Professional responsibility</p> <p>(+/-) 4. Professional attitude</p> <p>(+/-) 8. Dissemination, exploitation of results</p> <p>(+/-) 31. Intellectual Property Rights</p> | <p>2022: Q2, Q3, Q4; 2023: Q1</p> | <p>Vice-Rectorate for Research and Knowledge Transfer Office of Research and Technology Transfer Library Service</p> | <p>TARGETS 1. Benchmarking of Intellectual Property Policies of outstanding research centres and universities 2. Write a draft of the Policies 3. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 4. Policies approved by the Delegate Committee for Research, Transfer and Doctorate 5. Policies published in Catalan 6. Policies published in Spanish and English 7. Policies widely disseminated among the research community INDICATORS: 1. Share of targets met 2. Number of dissemination events 3. Attendees at training events 4. Accesses to the documents</p> |

Proposed ACTIONS

| Action 4 | Current Status | Remarks |
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| third parties and guidelines on the sharing of economic benefits arising from the commercialisation of IP. | COMPLETED | REACREDITATION PHASE The UdG has written, approved, and published the Regulations on the Valuation and Transfer of Research Results of the University of Girona, which were approved by the Governing Council in session no. 4/2023 on 5 June 2023. It focuses on the following topics: Moral rights and ownership of exploitation rights, Teaching materials, Research papers, Databases and data, Student work, Results obtained from projects in which the University participated, Collaborators' material, Service contracts and obtaining rights, Software rights, Content dissemination, and Information on Intellectual Property Policy and the intellectual property regulations of the University of Girona: https://dugi-doc.udg.edu/handle/10256/25504 . In addition, a summary addressing the most common questions about this topic is available in the Researchers' Guide: https://www.udg.edu/ca/investiga/valoritzacio-i-transferencia/proteccio-de-coneixement If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1MPr0A7e1fDyTpg0IQkhPWpc-8fszIHaH?usp=sharing Indicators 1. Share of targets met: 100% 2. Statistics of access, There have been 289 visits to date. Check out the statistics page. check out the https://dugi-doc.udg.edu/handle/10256/25504/statistics |

Proposed ACTIONS

| Action 5 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A5. Reference Guide to Research Data Management Write and disseminate a reference guide for research data management based on FAIR (findable, accessible, interoperable, and reusable) for the whole research data lifecycle (data acquisition and collection; storage, security, and analysis; dissemination and preservation).</p> | <p>(+/-) 3. Professional responsibility</p> <p>(+/-) 4. Professional attitude</p> <p>(+/-) 6. Accountability</p> <p>(+/-) 7. Good practice in research</p> <p>(+/-) 36. Relation with supervisors</p> | <p>2021: Q2, Q3, Q4; 2022: Q1</p> | <p>Vice-Rectorate for Quality and Transparency</p> <p>Vice-rectorate for Research and Knowledge Transfer</p> <p>Library Service</p> | <p>TARGETS: 1.Audit current practices on research data recording and storage 2.Define data management categories according to requirements and targets 3.Identify the most adequate media and format for each level 4.Evaluation of software options and technical capabilities required for each data management category 5.Write a draft of the Reference Guide to Research Data Management 6.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 7.Guide published in Catalan 8.Guide published in Spanish and English INDICATORS: 1.Share of targets met 2.Number of accesses to the dedicated website 3.Number of dissemination and training events on the subject 4.Number of attendees at dissemination and training events</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The information about research data management and the current procedures (including Open data, Research data at the UdG, Data protection, ethics and research, Data Management Plan, Where to publish open data and Good practices in research data management is available at https://biblioteca-recerca.udg.edu/dades-de-recerca/ If applicable, see evidence of this action in the linked repository folder:</p> <p>https://drive.google.com/drive/folders/1Ng3pc_pW8Y5REI-4IbrBY4bcKdUuPsWm?usp=sharing</p> <p>Indicators 1. Share of targets met: 100% 2. Number of accesses to the dedicated website There have been 4,769 visits to date. 3. Number of dissemination and training events on the subject Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Number of attendees at dissemination and training events Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 6 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A6. Open Access Policy Write and disseminate the new institutional Open Access Policy, which shall establish procedures and tools to address the change of paradigm regarding traditional scientific publications and the way the dissemination of research results is understood.</p> | <p>(+/-) 7. Good practice in research</p> <p>(+/-) 8. Dissemination, exploitation of results</p> | <p>2020: Q4; 2021: Q1, Q2</p> | <p>Vice-Rectorate for Quality and Transparency Library Service</p> | <p>TARGETS: 1.Spot the shortcomings of current institutional policy and practices regarding Open Access 2.Assess the effectiveness of different communication channels for promotion and training 3.Write a draft of the new Open Access Policy 4.Approval of the draft by the Governing Council 5.Policy published in Catalan 6.Policy published in Spanish and English 7.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</p> <p>INDICATORS: 1.Share of targets met 2.Number of dissemination and training events on the subject 3.Number of attendees at dissemination and training events 4.Number of accesses to the dedicated website 5.Share of publications in open access by typology</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE Open Access policies were approved by the upper management and published at: https://dugi-doc.udg.edu/handle/10256/19578. In addition, a summary of the following topics: Open Data, Research Data at the UdG, Data Protection, Ethics and Research, Data Management Plans, and Where to Publish Open Data is published at: https://biblioteca-recerca.udg.edu/comunicacio-cientifica/politiques-i-mandats-daccés-obert/. This link also includes information about: Open Access to Scientific Communication, Open Access Policies and Mandates, Research Programmes and Plans, Open Access Journals, Guide to Publishing a Scientific Journal on the UdG Portal, Transformative Agreements for the Transition to Open Access, Grants for Publishing in Open Access Scientific Journals, Author Name and Affiliation, Self-Archiving, Publishing Your Thesis on TDX (Doctoral Theses on the Web) and DUGi, Unique Author Identifiers, and Academic Social Networks. In addition, researchers have the opportunity to participate in Open Access courses provided by the Catalan university networks. If applicable, see evidence of this action in the linked repository folder:</p> <p>https://drive.google.com/drive/folders/1tFUDr_rwykXP4s643F23GBli5h7v0KcG?usp=sharing</p> <p>Indicators 1. Share of targets met 100% 2. Number of dissemination and training events on the subject: 24 sessions 3. Number of attendees at dissemination and training events: 252 assistants 4. Number of accesses to the dedicated website Currently, the University of Girona does not have the technological infrastructure required to store this information. 6. Share of publications in open access by typology Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 7 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A7. Open Access guide Giving guidance to researchers on how to comply with open access policies, especially managing intellectual property rights/copyright to ensure open access to their publications and e-theses.</p> | <p>(+/-) 7. Good practice in research</p> <p>(+/-) 8. Dissemination, exploitation of results</p> | <p>2021: Q1, Q2, Q3, Q4</p> | <p>Vice-Rectorate for Quality and Transparency Library Service</p> | <p>TARGETS: 1.List frequently asked questions on open access 2.Identify relevant information and resources 3.Dedicated website with relevant content available and progressively updated 4.Contents translated into Spanish and English 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 6.Promotion and training events for R1-R4 researchers INDICATORS: 1.Share of targets met 2.Number of dissemination and training events on the subject 3.Number of attendees at dissemination and training events 4.Number of accesses to the dedicated website 5.Share of publications in open access by typology .</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The Open Access Guide was approved by the upper management and published at: https://biblioteca-recerca.udg.edu/comunicacio-cientifica/. It includes information about: Open Access to Scientific Communication, Open Access Policies and Mandates, Research Programmes and Plans, Open Access Journals, Guide to Publishing a Scientific Journal on the UdG Portal, Transformative Agreements for the Transition to Open Access, Grants for Publishing in Open Access Scientific Journals, Author Name and Affiliation, Self-Archiving, Publishing Your Thesis on TDX (Doctoral Theses on the Web) and DUGi, Unique Author Identifiers, and Academic Social Networks. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1lekHRD6MVOuH0KwqRJIqT4LQd1_3txx_?usp=sharing</p> <p>Indicators. 1. Share of targets met 100% 2. Number of dissemination and training events on the subject Currently, the University of Girona does not have the technological infrastructure required to store this information. 3. Number of attendees at dissemination and training events Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Number of accesses to the dedicated website Currently, the University of Girona does not have the technological infrastructure required to store this information. 5. Share of publications in open access by typology Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 8 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A8. Deployment of a Current Research Information System</p> <p>Deploy a current research information systems (CRIS) merging research information from different sources and databases to describe and report on research (activities) in the institution, its organisational units and individuals for a better strategic planning.</p> | <p>(+/-) 4. Professional attitude</p> <p>(+/-) 5. Contractual and legal obligations</p> <p>(+/-) 6. Accountability</p> <p>(+/-) 8. Dissemination, exploitation of results</p> <p>(-/+) 28. Career development</p> | <p>2022: Q2, Q3, Q4;</p> <p>2023: Q1, Q2, Q3, Q4; 2024: Q1, Q2, Q3</p> | <p>Vice-Rectorate for Research and Knowledge Transfer Office of Research and Technology Transfer</p> | <p>TARGETS 1.Benchmarking of software options 2.Define contents, tools, and actions 3.Acquisition of a CRIS platform following public procurement procedures (P3) 4.Gradually integrate the available resources 5.Specific training to personnel from OITT and researchers on the potential and use of the new platform 6.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1.Share of targets met 2.Number of training/dissemination events 3.Number of attendees at training / dissemination events 4.Percentage of research inputs (projects, contracts) in the CRIS 5.Number of users</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The UdG has acquired a new CRIS (Current Research Information System), Pure (Elsevier), which will replace the current GREC and will be called GERIÓ (Research, Transfer, and Innovation Data Management). It is much more versatile, interoperable, and configurable than the previous system, with advanced features and functionalities that streamline and systematize research management and improve its administrative processes. For the research community, it will, for example, enable easier and more comprehensive management of curricula vitae and research projects, as well as promote good research practices. GERIÓ merges research information from various internal and external sources and databases to provide up-to-date descriptions and reports on UdG's research activity at the global level, across different research units, or on an individual basis. It is also a quality system for evaluating research data and supporting the UdG's strategic decision-making. Using GERIÓ, the UdG Research Portal will become a window to society and the global scientific community, with the aim of making our institution's scientific activity more visible and disseminated, while also facilitating open access to scientific output. The complex and lengthy implementation process has now reached the final phase of demonstration and training for the staff who will use it, both administrative and service personnel (PTGAS) and teaching and research staff (PDI). This year, it will be opened to the university community. Five training sessions are scheduled for October 25, targeted at trainers, PTGAS, and PDI. Starting in January, the GERIÓ system will be fully operational, and the old application will be discontinued. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1eMWoyU3OarUuDG3FnN1uqNSeU2gaAsd5?usp=sharing</p> <p>Indicators. Indicators will not be available until the new application (GERIO) is fully implemented. 1. Share of targets met: 100% 2. Number of training/dissemination events: Currently, the University of Girona does not have the technological infrastructure required to store this information. 3. Number of attendees at training / dissemination events. Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Percentage of research inputs (projects, contracts). Currently, the University of Girona does not have the technological infrastructure required to store this information. 5. Number of users Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 9 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A9. Communication plan for research projects Giving guidance on how to set a communication plan for research projects by defining SMART (specific, measurable, achievable, realistic, and time-bound) goals based on stakeholder communication requirements, available tools/media, and the policies and requirements of funders.</p> | <p>(+/-) 8. Dissemination, exploitation of results</p> | <p>2020: Q3, Q4; 2021: Q1, Q2</p> | <p>Vice-Rectorate for Communication Area of Communication and Institutional Relations</p> | <p>TARGETS: 1. Define contents, media, and actions 2. Collect resources and tools 3. Write the draft of the communication plan for research projects 4. Set up communication plan templates 5. Publish the communication plan for research projects through a section of the Researcher's Guide website 6. Contents translated into Spanish and English 7. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 8. Communication plan widely disseminated among the research community INDICATORS: 1. Share of targets met 2. Number of accesses to the dedicated webpage 3. Number of training events carried out 4. Number of participants in training events</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE In addition to the institution's news portal: https://www.udg.edu/en/investiga/udgdivulga/esdeveniments, the Communication and Dissemination of Research portal (https://guia-investigador.udg.edu/en/communication-and-dissemination-of-research/how-to-draw-up-the-communication-plan-for-a-research-project/) provides information about the UdG's procedures for: How to Draw Up the Communication Plan for a Research Project, Elements of the Communication Plan, Relationship with the Media, How to Prepare a Press Release, Communicate on the UdG Website, How to Disclose with The Conversation, How to Publish a Book or Magazine, Dissemination of Science to Citizens, and Events Organisation Platform. Also, a new section on Communication and Dissemination is available through the Researcher's Guide (https://ja.cat/UdGHRS4RGuiaInvestigadorPlaComunicacioProjectesRecerca). This dedicated site contains information and materials on communication plans for research projects: • Execution Phases and Key Components • Target Audiences, Communication Strategies, and Media • Methods for Evaluating the Effectiveness of Internal and External Communication Strategies • Outreach Initiatives and Activities Aimed at Non-Expert Audiences • Templates for Communication Plans It links to UdGDivulga (https://www.udg.edu/en/investiga/udgdivulga), the institution's news portal with UdG research updates. The action is considered complete, although the content will be continuously extended and updated. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1Tv0JKgSphtMXxCmTkrURVV1XNq2GcNRx?usp=sharing</p> <p>Indicators 1. Share of targets met: 100% 2. Number of accesses to the dedicated webpage 3,105 3. Number of training events carried out Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Number of participants in training events Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 10 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A10. Common agenda for dissemination and training activities Adapting the UdG intranet to allow a common multi-level and multi-user agenda to administer the different events, activities, meetings, etc. This agenda will be one of the main tools for research communication at UdG level (intranet) as well as in society (internet).</p> | <p>(+/-) 8. Dissemination, exploitation of results (+/-) 39. Access to research training and continuous development</p> | <p>2023: Q3, Q4; 2024: Q1</p> | <p>Vice-Rectorate for Communication Area of Communication and Institutional Relations Institute of Education Sciences</p> | <p>TARGETS 1. Define the most adequate media and format 2. Identify relevant contents and stakeholders 3. Set up a protocol for updates 4. Implement a common agenda 5. Widely disseminate the common agenda among relevant stakeholders 6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress INDICATORS: 1. Share of targets met 2. Number of items in the common agenda 3. Number of accesses to the dedicated webpage/platform</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The ICE-SAID training offer website has been improved and is continuously being updated as part of the Annual Training Plan. Courses specify their target audience as R1, R2, R3, and R4. Work is underway on a comprehensive training plan for all UdG staff starting in the 2024/25 academic year (PDI and PTGAS), which was approved and published in September 2025: https://iceberg.udg.edu/?p=21258 The UdG Training Program 2024/25 includes 323 courses, both face-to-face and online. It provides training in five different areas: • Training for Management Positions (26) • Teaching (29) • Management, Administration, and Technical Development (110) • Soft Skills and Cross-Disciplinary Knowledge (137) • Research and Knowledge Transfer (17) 6,967 members of the UdG staff received training in 2024/25. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1eMA9KanzQ1aGBZvVjlpJEoiO5qMO2WUD?usp=sharing</p> <p>Indicators 1. Share of targets met 100% 2. Number of items on the common agenda Currently, the University of Girona does not have the technological infrastructure required to store this information. 3. Number of accesses to the dedicated webpage/platform Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 11 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A11. UdG Researcher's Guide A tool specifically designed to help researchers manage the services and resources available at the UdG. The pack will be built and published progressively, incorporating existing materials and policies and the products of this action plan until completed.</p> | <p>(+/-) 2. Ethical principles (+/-) 4. Professional attitude</p> | <p>2021: Q3, Q4; 2022: Q1, Q2</p> | <p>Vice-Rectorate for Research and Knowledge Transfer Vice-Rectorate for Quality and Transparency Library Service Office of Research and Technology Transfer</p> | <p>TARGETS: 1. Define the most adequate media & format 2. Identify relevant contents and stakeholders 3. Dedicated website with relevant content available and progressively updated 4. Contents translated into Spanish and English 5. Set up a protocol for (bottom-up) updates 6. Widely disseminate the guide among the research community 7. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1. Share of targets met 2. Number of suggestions sent to the mailbox 3. Number of accesses to the Guide 4. Number of minor /major updates</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The Researcher's Guide is a digital hub for researchers, providing information about the procedures and approaches followed by the UdG on various issues: Calls and Funding, Valorisation of Research and Transfer, Project Management and Justification, CVs and Generation of Research Reports, Scientific Publication, Doctoral Theses, Responsible Research and Innovation, Resources and Infrastructures, Training, and Communication and Dissemination of Research. In addition, a set of instructions on the actions to be performed during the different phases of the implementation of a research project is provided. https://guia-investigador.udg.edu/en/index-2/ If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1qzLM7QzWjBnBTi0J4EluFbz6LVmCqkpk?usp=sharing</p> <p>Indicators</p> <ol style="list-style-type: none">1. Share of targets met 100%2. Number of suggestions sent to the mailbox Currently, the University of Girona does not have the technological infrastructure required to store this information.3. Number of accesses to the Guide: 3,1054. Number of minor /major updates Currently, the University of Girona does not have the technological infrastructure required to store this information. |

Proposed ACTIONS

| Action 12 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A12. Welcome protocol for researchers The welcome protocol will supplement the Researcher's Guide by providing the required data to newcomers (recruited and visiting researchers) to enable complete and seamless integration into the University working environment.</p> | <p>(+/-) 4. Professional attitude (+/-) 23. Research environment</p> | <p>2022: Q4; 2023: Q1, Q2, Q3</p> | <p>Vice-Rectorate for Strategic Projects and Internationalisation International Office Human Resources Service</p> | <p>TARGETS: 1.Audit current procedures 2.Spot the shortcomings of current procedures and needs 3.Identify the critical points to be addressed, relevant stakeholders and responsibilities 4.Write a draft of the welcome protocol for researchers 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress 6.Protocol approved by the Delegate Committee for Research, Transfer and Doctorate 7.Protocol published in Catalan 8.Protocol published in Spanish and English INDICATORS: 1.Share of targets met 2.Number of accesses to the dedicated website 3.Researchers to whom the service is provided 4.Satisfaction survey to assess the quality of the service provided</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE In 2021, the document titled “Reception and Support Plan” was approved: https://seu.udg.edu/ca-es/publicacions-oficials/boudg/ebou/disposicio/2231. This Plan constitutes a comprehensive strategy for welcoming the international university community (PAS, PDI, and students), facilitating connections between the cultural and linguistic diversity of international members and the University of Girona. Subsequently, with regard to the PDI, the Welcome Plan has been implemented on this website: https://www.udg.edu/en/coneix/treballa-a-la-udg/Pla-acollida-pdi. This action was finally combined with Action 11, the Researchers’ Guide, which is used as a welcome manual for researchers, providing information about how different topics are addressed at the UdG: https://guia-investigador.udg.edu/en/index-2/. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1t5XoztveMxWtX_inXPBC11GNNiKUmCSO?usp=sharing</p> <p>Indicators 1. Share of targets met: 100% 2. Number of accesses to the dedicated website 537 3. Researchers to whom the service is provided Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Satisfaction survey to assess the quality of the service provided The survey is currently being completed by UdG researchers and is scheduled to conclude by November 2025.</p> |

Proposed ACTIONS

| Action 13 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A13. Definition the OTM-R policy and improvement of general OTM-R procedures The OTM-R work group will review and define the processes for selecting and recruiting researchers for the progressive adaptation to the OTM-R system. The whole set of internal rules regarding advertisement, selection and hiring of research staff as well as procedures and practices will be audited. The OTM-R handbook will collect the whole set of internal rules regarding the advertisement, selection and hiring of the research staff at all levels within</p> | <p>(+/-) 9. Public engagement</p> <p>(+/-) 12. Recruitment</p> <p>(+/-) 13. Recruitment (Code)</p> <p>(+/-) 14. Selection (Code)</p> <p>(+/-) 15. Transparency (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>(+/-) 19. Recognition of qualifications (Code)</p> <p>(++) 20. Seniority (Code)</p> | <p>2020: Q3, Q4; 2021: Q1, Q2</p> | <p>Vice-Rectorate for Staff Human Resources Service</p> | <p>TARGETS: 1.UdG's OTM-R policy defined 2.Audit the procedures considering Charter & Code (C&C) principles and requirements of OTM-R 3.Reinforce of the OTM-R items that already satisfy the requirements of the C&C 4.Spot main weaknesses to be addressed by target process/profile 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress INDICATORS: 1.OTM-R policy published in Catalan 2.OTM-R policy published in Spanish and English 3.Share of recruitment procedures that satisfy the requirements of the OTM-R policy and of the C&C</p> |

Proposed ACTIONS

| Action 13 | Current Status | Remarks |
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| UdG, as well as the procedures and practices associated with them. | COMPLETED | REACREDITATION PHASE UdG's OTM-R Policy is published at: https://www.udg.edu/ca/Portals/6/HRS4R/OTM-R/Politica_OTM_R_en.pdf . The procedures are embedded within the University's recruitment processes, and all university calls have been revised for OTM-R compliance. This procedure is accessible to UdG researchers and potential candidates for UdG-dependent calls. The new regulations for recruitment of researchers, according to the new OTM-R Policy, which have been approved by agreement of the Governing Council, are: • Approval of the proposed agreement for the Approval of the Regulations on Merits for University Teaching Positions (University Professors) and for Permanent Teaching Positions (Full Professors), eBOU-3944 https://seu.udg.edu/ca-es/publicacions-oficials/boudg/ebou/disposicio/3944 • Agreement for the Approval and Regulations of the University of Girona for Competitions for Access to University Teaching Positions (University Professors and Tenured University Lecturers), eBOU-3488 https://seu.udg.edu/ca-es/publicacions-oficials/boudg/ebou/disposicio/3488 • Agreement for the Approval of the Regulations for the Selection and Recruitment of Permanent Teaching Staff (Professors and Associate Professors), Lecturers and Associate Lecturers, eBOU-3409 https://seu.udg.edu/ca-es/publicacions-oficials/boudg/ebou/disposicio/3409 If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1vzpYcM9ZoDI946TxXYn2rl2rPiGSxFBs?usp=sharing Indicators 1. OTM-R policy published in Catalan https://www.udg.edu/ca/Portals/6/HRS4R/OTM-R/Politica_OTM_R_en.pdf . 2. OTM-R policy published in Spanish and English yes 3. Share of recruitment procedures that satisfy the requirements of the OTM-R policy and of the C&C 100% |

Proposed ACTIONS

| Action 14 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A14. Training programme on OTM-R The UdG must ensure the implementation of an adequate training programme for the all the key actors, including members of the selection committees, administrative staff involved in recruitment processes, management board members and of departments and research institutes.</p> | <p>(+/-) 14. Selection (Code)</p> | <p>2022: Q2, Q3, Q4; 2023: Q1, Q2</p> | <p>Vice-Rector for Staff Head of the Human Resources Service</p> | <p>TARGETS: 1. Identify relevant stakeholders and target groups 2. Design of an OTM-R training course according to audience 3. Training course on OTM-R approved by governing bodies and included in the Annual Training Plan 4. Training course organised twice a year 5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress INDICATORS: 1. Share of targets met 2. Number of staff trained in OTM-R 3. Satisfaction survey to evaluate the quality of the training provided</p> |

Proposed ACTIONS

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| IN PROGRESS | <p>REACREDITATION PHASE Since the approval of the OTM-R Policy, different training sessions have been carried out: • General training on the OTM-R Policy (course conducted in collaboration with Effectia) • Training for the Secretaries of the Selection Committees, and the preparation of action guides based on the OTM-R principles for members of the Selection Committees • Training planned for October 2025 on the new regulations for the recruitment of researchers for scientific-technical activities during their implementation. The training includes: 1. Technical staff of the Human Resources Service 2. People who will be appointed as Secretaries of the Evaluation Committees 3. Technical staff of the Research Project Management Offices 4. Researchers who propose the recruitment of research staff If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1XM7I5jbqbe9mG2ozlUvRJBXHuojC_-98?usp=sharing</p> <p>Indicators 1. Share of targets met: 100% 2. Number of staff trained in OTM-R seminars. Training planned for October 2025 of the new regulations for the recruitment of researchers for scientific-technical activities during its implementation. 3. Satisfaction survey to evaluate the quality of the training provided seminars The survey is currently being completed by UdG researchers and is scheduled to conclude by November 2025.</p> |

Proposed ACTIONS

| Action 15 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A15. Use of e-tools for recruitment The use of e-tools for the whole recruitment process will be promoted, considering job advertisements, applications, and reports on the selection process to reduce the administrative burden for candidates and selection committees.</p> | <p>(+/-) 13. Recruitment (Code)</p> | <p>2021: Q3, Q4; 2022: Q1, Q2</p> | <p>Vice-Rectorate for Staff Human Resources Service</p> | <p>TARGETS 1.Required for implementation of e-tools for recruitment 2.Deployment of e-tools for authenticity certification in application forms 3.Protocol for e-recruitment of different positions defined 4.Software and technical capabilities for e-recruitment in place 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1.Share of targets met 2.E-tools for recruitment in operation 3.Share of processes managed with e-tools</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| IN PROGRESS | <p>REACREDITATION PHASE Although the submission of applications to UdG calls is already fully digitalized, certain phases of the selection process still require further integration into digital platforms, such as the electronic signing and validation of documents, the management and archiving of committee minutes, and the formal communication with candidates. The UdG management has allocated the necessary resources to ensure the completion of this digitalization process. Regarding the recruitment of researchers funded through research projects, the entire workflow will be fully digitalized by October 2025. From the publication of the call to the submission of applications, the evaluation and scoring by committee members, the publication of minutes and evaluation reports, the provision of feedback to candidates, and the preparation and electronic signature of contracts, all stages will be managed exclusively through electronic tools (e-tools). This end-to-end digitalization ensures traceability, automated controls, and audit trails that safeguard compliance with procedures and regulations. Consequently, the e-tools introduced under this action not only improve efficiency and transparency, but also provide the foundations of a quality assurance system for OTM-R in recruitment, thereby closely aligning with the objectives of Action 16. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1lGe7_ScuKSGZ-S9xXtxR3LCKhaF5C76N?usp=sharing</p> <p>Indicators 1. Share of targets met 75% 2. E-tools for recruitment in operation Presently in progress 3. Share of processes managed with e-tools Presently in progress</p> |

Proposed ACTIONS

| Action 16 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A16. e-Administration and quality management system for OTM-R in recruitment The deployment of e-administration using in-house developed and commercial solutions formalises the quality management system for OTM-R. It should document processes, procedures, and responsibilities for achieving quality policies and objectives, and comply with the requirements of all-electronic processing. The ultimate goal is to establish a robust and reliable system that improves speed, efficiency and transparency in the</p> | (+/-) 12. Recruitment | <p>2022: Q2, Q3, Q4; 2023: Q1, Q2, Q3, Q4</p> | <p>Vice-Rectorate for Quality and Transparency Rector's delegate for Electronic Administration and Digital Transformation Human Resources Service</p> | <p>TARGETS 1.Catalogue of recruitment procedures, with identification of the degree of e-administration and link to the electronic application form 2.RASCI responsibility matrix (responsible, accountable, support, consulted, informed) adopted to assign and display responsibilities 3.Implementation of specific electronic forms related to every OTM-R procedure 4.Make electronic signatures more accessible to all users by implementing a key-based system that requires prior registration if necessary 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1.Share of targets met 2.Entry into operation of the web catalogue on OTM-R procedures 3.Number of processes by status (completed, partially fulfilled, and pending)</p> |
| | (+/-) 13. Recruitment (Code) | | | |
| | (+/-) 14. Selection (Code) | | | |
| | (+/-) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| (++) 20. Seniority (Code) | | | | |
| (-/+) 21. Postdoctoral appointments (Code) | | | | |

Proposed ACTIONS

| Action 16 | Current Status | Remarks |
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| overall recruitment process. | IN PROGRESS | REACREDITATION PHASE The deployment of e-administration tools, as described under Action 15, already ensures that all recruitment procedures are carried out in accordance with the established regulations and internal guidelines. The digital platforms integrate automated controls, traceability mechanisms, and mandatory workflows that guarantee compliance with the defined processes and legal requirements. As a result, the implementation of a separate quality management system is not strictly necessary. The embedded functionalities of the e-tools – such as time-stamped records, controlled access, audit trails, and standardized templates – already provide reliable, consistent, and transparent guarantees that a quality management system would normally ensure. Therefore, the digitalization measures under Action 15 effectively formalize the quality assurance framework for OTM-R, securing efficiency and transparency while avoiding duplication of organizational structures. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1iTtJDh5V6NDlppBlgllRzLu8agntJ88W?usp=sharing Indicators 1. Share of targets met 75% 2. Entry into operation of the web catalogue on OTM-R procedures Done, as stated in A13. 3. Number of processes by status (completed, partially fulfilled, and pending) Currently, the University of Girona does not have the technological infrastructure required to store this information |

Proposed ACTIONS

| Action 17 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A17. Second Gender Equality Plan The Second Gender Equality Plan will be a developing tool in which the strategic lines and actions proposed by the government are defined to promote equal opportunities for women and men in the various fields of competence of the Universitat de Girona. The plan will strengthen and update the measures currently in force within the framework of the Equal Opportunities Plan, whose objective is to achieve equal treatment and opportunities for women and men and to eliminate</p> | <p>(++) 10. Non discrimination (+/-) 24. Working conditions</p> | <p>2020: Q3, Q4; 2021: Q1, Q2</p> | <p>Vice-Rectorate for Territory and Social Commitment Rector's Delegate for Gender Equality Social Compromise Unit</p> | <p>TARGETS 1.Definition of priority objectives and strategic lines 2.Identification of actions, resources and responsibilities of the different units and services 3.Definition of a participatory process that allows feedback from the University community and experts in gender equality 4.Drafting of the Second Gender Equality Plan 5.Approval of the Second Gender Equality Plan by the Governing Council 6.Document published in Catalan 7.Document published in Spanish and English 8.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1.Share of targets met 2.Annual diagnosis on the presence of men and women in different areas of the community</p> |

Proposed ACTIONS

| Action 17 | Current Status | Remarks |
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| discrimination based on gender. | COMPLETED | REACREDITATION PHASE The UdG is continuing with its second Equality Plan, which is fully aligned with the criteria of the award, particularly in relation to the following areas: 1. Equal Opportunities in Access, Promotion, and Working Conditions 2. Commitment to Combating Discrimination and Violence 3. Social Commitment and Gender-Sensitive Knowledge Transfer Meetings are currently being held in preparation for the drafting of the next strategic plan, which will come into force in 2026. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1Fmq1m_R-XTtbKgFUyducnvHypOA3vpqK?usp=sharing Indicators 1. Share of targets met 100% 2. Annual diagnosis on the presence of men and women in different areas of the community This indicator is annually recorded by the equality commission and released at the action plan updates |

Proposed ACTIONS

| Action 18 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A18. Research infrastructures management Deploy a user-friendly inventory for all scientific and technological equipment available in departments, institutes, and research centres. The inventory should provide an overview of the scientific and technical capabilities, in addition to collecting all requirements regarding maintenance or health and safety issues.</p> | <p>(+/-) 23. Research environment</p> | <p>2022: Q4 2023: Q1, Q2, Q3, Q4 2024: Q1, Q2</p> | <p>Deputy to the Rector for Infrastructures and Scientific-technical Resources Finance, Assets and Procurement Service Deputy to the General Manager for the Area of Organisation</p> | <p>TARGETS 1.Evaluation of software options and technical capabilities required for the implementation of the inventory 2.Software and technical capabilities for the management of research infrastructure already in place 3.Definition of the up-dated protocol for the inventory and relations with other institutional databases 4.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 5.Template with the main features and characteristics of the equipment to be included in the inventory 6.Database built and progressively updated 7.Inventory of scientific and technological equipment with identified capabilities and applications progressively deployed INDICATORS: 1.Share of targets met 2.Number of items in the database 3.Number of identified capabilities and applications 4.Number of users</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The University of Girona (UdG) has a Computer-Assisted Maintenance Management Programme (GMAO) that is used to manage the maintenance of the university's facilities and equipment. The programme is based on General Maintenance Management (GMA). The inventory of all scientific and technological equipment is fully available. In the current version, it includes the most relevant infrastructure of UdG's major research facilities. In a second phase, which is currently underway, the research instrumentation present in the departments is being included in this database. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1_G61xnXpdutiFCT4DKC54C5zOI9m1VA3?usp=sharing</p> <p>Indicators</p> <ol style="list-style-type: none">1. Share of targets met 100%2. Number of items in the database Currently the research instrumentation present in the departments is being included in this database3. Number of identified capabilities and applications The research instrumentation present in the departments are being included in this database4. Number of users Information is not currently available |

Proposed ACTIONS

| Action 19 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A19. Development framework for researchers Career paths, competencies, and skills for researchers at all levels need to be (re)defined as an integral part of adopting the EU Charter and Code for researchers. A conceptual development plan for researchers, inspired by the VITAE Researcher Development Framework will be developed. In defining this model of competencies, the UdG seeks to identify and define the skills that researchers need to develop through every step of their research career in order to contribute to their professional</p> | <p>(-/+) 28. Career development</p> <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p> | <p>2020: Q3, Q4; 2021: Q1, Q2, Q3</p> | <p>Vice-rectorate for Staff Vice-rectorate for Research and Knowledge Transfer</p> | <p>TARGETS 1.Benchmarking of development framework for researchers in outstanding research centres and universities 2.Identify relevant stakeholders 3.Meetings with relevant stakeholders 4.Write the draft of the development framework for researchers. 5.Approval of the draft by the Delegate Committee for Research, Transfer and Doctorate 6.Development framework for researchers published in Catalan 7.Development framework for researchers published in Spanish and English 8.Development framework for researchers widely disseminated among the research community</p> <p>INDICATORS: 1.Share of targets met 2.Web page built and updated</p> |

Proposed ACTIONS

| Action 19 | Current Status | Remarks |
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| <p>and personal development. The skills map will be a tool to identify training needs (to ensure that researchers meet the demands of their roles) and the training offer addressed to each scale. As a result, researchers at the UdG will be in a position to maximise opportunities and develop a wider career path.</p> | COMPLETED | <p>REACREDITATION PHASE DISMISSED This action, as originally drafted, does not satisfy the challenges. Thus, based on the outcomes of Targets 1–3, the IMC recommended abandoning this action and conveying the key priorities pursued through various actions in accordance with the strategic plan UdG2030 and the policy lines of the Governing Team related to HRS4R. The variety of career options available today demands a diverse array of skills. Life-long learning is deemed essential to career independence and success and requires ongoing self-evaluation. Researchers must be informed about initiatives to define competencies as a basis for self-evaluation and to determine areas for their own professional development and skill improvement. This will be undertaken within the Communication Plan for HRS4R (A23). Moreover, schemes that identify competencies are now explicitly embedded in Action A20, on the definition of the continuous development training plan for researchers, as well as within the framework of Action A21 on research assessment procedures. A particularly sensitive group is postdoctoral fellows (R2), since a well-established PhD school with an internal quality management system to continuously improve the training and evaluation of R1 researchers is one of our strengths. Throughout the postdoctoral fellowship training period, researchers should continuously refer to the competencies to assess their progress and skill acquisition. Thus, a specific action (A25) has been designed to address R2 needs in their transition towards R3.</p> |

Proposed ACTIONS

| Action 20 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A20. Continuous development training plan for researchers According to the skills map identified within the Development framework for researchers (Action A19), the best tools to obtain these competencies should be identified and deployed and include a provision of tools to increase employability and entrepreneurship. As a first step, this action proposes to redefine the current UdG formation plan for teachers and researchers and to improve its dissemination.</p> | <p>(-/+) 30. Access to career advice</p> <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p> | <p>2022: Q3, Q4; 2023: Q1, Q2, Q3, Q4</p> | <p>Vice-Rector for Staff Vice-Rector for Research and Knowledge Transfer Vice-Rectorate for Staff Vice-Rectorate for Research and Knowledge Transfer Educational Science Institute (ICE)</p> | <p>TARGETS 1.Review of the current UdG formation plan for teaching and research staff 2.Identification of and meeting with relevant stakeholders and representatives 3.Write a draft of the continuous development training plan for researchers grounded on existing development frameworks identified in Action A19 4.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress 5.Draft approved by the Governing Council 6.Training calendar set-up INDICATORS: 1.Share of targets met 2.UdG's continuous development training plan for researchers approved and published 3.Number of training actions planned 4.Number of research staff trained</p> |

Proposed ACTIONS

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| COMPLETED | <p>REACREDITATION PHASE The ICE-SAID training offer website has been improved and is continuously being updated as part of the Annual Training Plan. Courses specify their target audience as R1, R2, R3, and R4. Work is underway on a comprehensive training plan for all UdG staff starting in the 2024/25 academic year (PDI and PTGAS), which was approved and published in September 2025: https://iceberg.udg.edu/?p=21258 UdG provides an extensive and comprehensive training offer in different formats: presential, asynchronous, online, etc. https://www.udg.edu/ca/ice/activitats-de-formacio/personal-de-la-udg. UdG has published an Annual Research Plan https://www.udg.edu/ca/Portals/51/Pla%20Anual%20de%20Formacio%2024-25_1.pdf, as well as a training course schedule with all the courses provided by the training departments: Doctorate, ICE, etc. The Researchers' Guide webpage centralizes information about the training offers. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1SnfhyNvmBGPTLpWka6zMt0rvotrBqSWb?usp=sharing</p> <p>Indicators. 1. Share of targets met: 96% 2. UdG's continuous development training plan for researchers approved and published https://www.udg.edu/ca/Portals/51/Pla%20Anual%20de%20Formacio%2024-25_1.pdf 3. Number of training actions planned: The UdG training program 2024/25 includes 323 courses, both face-to-face and online. 4. Number of research staff trained: 6,967 members of the UdG's staff received training in 2024/25</p> |

Proposed ACTIONS

| Action 21 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A21. Research assessment procedures Internal evaluation of individual researchers through the recognition of Active Researcher (IA) status is a way to improve research activity. The percentage of researchers recognised as IA has increased over the years to more than 95%. Thus, new objectives can be established to encourage researchers to further improve their research.</p> | <p>(+/-) 11. Evaluation/appraisal systems</p> | <p>2023: Q1, Q2, Q3, Q4</p> | <p>Vice-Rectorate for Quality and Transparency Vice-Rectorate for Research and Knowledge Transfer Office of Research and Technology Transfer</p> | <p>TARGETS 1.Benchmarking of research evaluation criteria in outstanding research agencies, centres, and universities 2.Identify relevant stakeholders 3.Meetings with relevant stakeholders 4.Write the drafts of the evaluation criteria at individual and research-group levels 5.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress 6.Approval of the drafts by the Governing Council 7.Evaluation criteria published in Catalan 8.Evaluation criteria published in Spanish and English for target groups 9.Research evaluation criteria widely disseminated among the research community INDICATORS: 1.Share of targets met 2.UdG's Research Evaluation Criteria approved and published 3.Share of staff positively assessed</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The UdG has signed COARA and participates in meetings on this topic within the group of Catalan universities. Currently, the approval of the evaluation criteria depends on the Regional Government of Catalonia. The UdG will gradually incorporate the evaluation terms approved by the Regional Government. In addition, the UdG has drafted a document on research management measures to propose coordinated management of research activities at the University of Girona (UdG), considering the various research and transfer structures, entities, and research groups: https://dugi-doc.udg.edu/handle/10256/26939. The organization of research aims to facilitate excellence in its recognized research and transfer units. Last September, the Government Council approved the Sufficiency Criteria for the creation of new university research institutes and the support program for departments seeking research excellence. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1MAsPwjdojoA-3xaXxrRpd92PUQTEus8e?usp=sharing</p> <p>Indicators 1. Share of targets met 100% 2. UdG's Research Evaluation Criteria approved and published The document, it has just been approved recently. 3. Share of staff positively assessed No time to have it applied yet.</p> |

Proposed ACTIONS

| Action 22 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A22. Professional Development, Talent Attraction and Talent Retention Support Program Review and reinforce UdG's own programmes aimed to attract and retain talent targeting R2-R4 researchers. These programmes must be coordinated with well-established internal calls, such as those for hiring R1-R2 researchers and promoting mobility, and must be harmonised with external calls to ensure sustained action towards the professional development of researchers. These programmes need to strike a balance between retention, the use of UdG's own talent, and</p> | (+/-) 13. Recruitment (Code) | 2019: Q2, Q3, Q4; 2020: Q1, Q2, Q3, Q4; 2021: Q1, Q2, Q3, Q4; 2022: Q1, Q2 | Vice-Rectorate for Staff Vice-Rectorate for Research and Knowledge Transfer | <p>TARGETS 1. Benchmarking of programmes for experienced researchers in outstanding research centres and universities 2. Identify relevant stakeholders and target profiles 3. Draft specific programs for target groups and profiles 4. Approval of the drafts by the Governing Board 5. Publication and implementation 6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS: 1. Share of targets met 2. Number of programs targeting R2-R4 researchers 3. Number of beneficiaries by stage</p> |
| | (+/-) 14. Selection (Code) | | | |
| | (+/-) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (++) 20. Seniority (Code) | | | |
| | (-/+) 21. Postdoctoral appointments (Code) | | | |
| | (+/-) 24. Working conditions | | | |
| | (++) 25. Stability and permanence of employment | | | |

Proposed ACTIONS

| Action 22 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------|-------------------------|---------------------------------|
| recruitment, incentivising the attraction of talented researchers funded by external calls. | (++) 26. Funding and salaries | | | |
| | (+/-) 27. Gender balance | | | |
| | (-/+) 28. Career development | | | |
| | (+/-) 38. Continuing Professional Development | | | |
| | (+/-) 39. Access to research training and continuous development | | | |

Proposed ACTIONS

| Current Status | Remarks |
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| COMPLETED | <p>REACREDITATION PHASE The following calls are available for attraction or consolidation of the research career of researchers. 1) Actions aimed at attracting researchers with portable grants such as Ramon y Cajal program, ICREA grants and ERC grants, which includes contracts for R1 or R2 researchers to facilitate their immediate research activity upon joining. (https://seu.udg.edu/serveis-dinformacio/boudg/pdfarticle/disposicio/2079) 2) Continuity of the Serra-Hunter and Beatriz Galindo programs for international competitive recruitment of R2-R3 researchers based on merits and adaptation to generic policies for recruitment in Departments and Research Groups (see https://seu.udg.edu/serveis-dinformacio/boudg/ebou/disposicio/1878) 3) Programme for the consolidation of I3-accredited researchers (through competitive programmes such as Juan de la Cierva, Beatriu de Pinós, Marie Curie, etc.) 4) Internal assessment and academic monitoring regulations for lecturers at the University of Girona. (see https://seu.udg.edu/ca-es/publicacions-oficials/boudg/ebou/disposicio/3569) 5) Agreement of the 9/2024 ordinary session of the Governing Council approving the aid programme for the professional development of lecturers at the University of Girona (APLECT_UdG), (see https://seu.udg.edu/ca-es/publicacions-oficials/boudg/ebou/disposicio/3570?_ga=2.194720941.1031872015.1750832575-1450804527.1750331229) 6) Competitive call to full R4 professors based on merits, such as the new Serra-Hunter Senior call (https://serrahunter.gencat.cat/en/inici/index.html) 7) Calls for mobility for lectures</p> <p>CdG_09_https://static2.udg.edu/uploads/bou/6023/CdG_09_24_APLECT_ok.pdf24_APLECT_ok.pdf</p> <p>If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1IE6SHNW3MqavbpT-K7D49bld2vuGEsKa?usp=sharing</p> <p>Indicators 1. Share of targets met 100% 2. Number of programs targeting R2-R4: 7 3. Number of beneficiaries by stage Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 23 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A23. Communication plan for HRS4R</p> <p>Designing a communication plan for HRS4R to inform the UdG community of the different actions and outputs of the HRS4R initiative at the Universitat de Girona.</p> | <p>(+/-) 1. Research freedom</p> <p>(+/-) 2. Ethical principles</p> <p>(+/-) 3. Professional responsibility</p> <p>(+/-) 4. Professional attitude</p> <p>(+/-) 5. Contractual and legal obligations</p> <p>(+/-) 6. Accountability</p> <p>(+/-) 7. Good practice in research</p> <p>(+/-) 8. Dissemination, exploitation of results</p> <p>(+/-) 9. Public engagement</p> <p>(++) 10. Non discrimination</p> <p>(+/-) 11. Evaluation/ appraisal systems</p> <p>(+/-) 12. Recruitment</p> | <p>2020: Q3, Q4; 2021: Q1, Q2, Q3, Q4; 2022: Q1, Q2, Q3, Q4; 2023: Q1, Q2, Q3, Q4; 2024: Q1, Q2, Q3, Q4; 2025: Q1, Q2</p> | <p>Vice-rectorate for Communication Area of Communication and Institutional Relations HRS4R Coordination</p> | <p>TARGETS 1. Design of the corporate image of the project and stylebook (the image sought was one that would allow to visually associate the process with the HRS4R initiative) 2. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress 3. Progressively update web page contents with relevant outcomes 4. Creation of news and other actions in virtual and social media 5. Creating messages for the dissemination to research staff by target segments INDICATORS 1.Share of targets met 2.Image for the project implemented 3.Number of accesses to the dedicated webpage 4.Number of updates of the webpage 5.Number of interactions on social media</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------------------------------------------|----------------------------------------------|------------------|--------------------------|
| (+/-) 13. Recruitment (Code) | | | |
| (+/-) 14. Selection (Code) | | | |
| (+/-) 15. Transparency (Code) | | | |
| (+/-) 16. Judging merit (Code) | | | |
| (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| (+/-) 18. Recognition of mobility experience (Code) | | | |
| (+/-) 19. Recognition of qualifications (Code) | | | |
| (++) 20. Seniority (Code) | | | |
| (-/+) 21. Postdoctoral appointments (Code) | | | |
| (++) 22. Recognition of the profession | | | |
| (+/-) 23. Research environment | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----------------------------------------------------|----------------------------------------------|------------------|--------------------------|
| (+/-) 24. Working conditions | | | |
| (++) 25. Stability and permanence of employment | | | |
| (++) 26. Funding and salaries | | | |
| (+/-) 27. Gender balance | | | |
| (-/+) 28. Career development | | | |
| (++) 29. Value of mobility | | | |
| (-/+) 30. Access to career advice | | | |
| (+/-) 31. Intellectual Property Rights | | | |
| (+/-) 32. Co-authorship | | | |
| (++) 33. Teaching | | | |
| (++) 34. Complains/ appeals | | | |
| (++) 35. Participation in decision-making bodies | | | |
| (+/-) 36. Relation with supervisors | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------------|---------------------------------|
| (+/-) 37. Supervision and managerial duties | | | |
| (+/-) 38. Continuing Professional Development | | | |
| (+/-) 39. Access to research training and continuous development | | | |
| (++) 40. Supervision | | | |

Proposed ACTIONS

| Current Status | Remarks |
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| IN PROGRESS | <p>REACREDITATION PHASE In addition to the renewal of the HRS4R webpage and the design and publication of the researcher's guide web site, among other dissemination events, during 2025 a series of 8 seminars about topics included among the HRS4R topics were organized: January 30: "The HRS4R logo and its implications for organizations." Presented by Lorena Muñoz Vivas, CEO of Effectia. January 30: The application of OTM-R (Open, Transparent, and Merit Recruitment) criteria in the hiring of researchers. Lorena Muñoz Vivas, CEO of Effectia, February 11 Theoretical foundations of ethics in research. Ana Cuevas Badallo, Director of the Department of Philosophy, Logic, and Aesthetics at the University of Salamanca. February 24 Practical example of the application of ethics in research. Txexu Ausin, director of the Applied Ethics Group at the CSIC Institute of Philosophy and director of its Ethics Committee. March 20, 2025 "Research Protection." Irene Gutiérrez Pérez, Patent Adviser. TRBL Intellectual Property. Ferran Lázaro Riol, Transfer and Valorization Technician at the OITT. April 2, 2025 "Open Science." Laura Bonora, EC National Contact Point for issues related to Open Science and Research Infrastructures of the HE programs. FECYT. May 8, 2025 "The application of CoARA criteria in research evaluation." Eva Méndez, UC3M. Member of the COARA board of directors June 6, 2025 "The HR Excellence in Research Logo: UdG Action Plan" Lorena Muñoz, CEO of Effectia. Joan Andreu Mayugo, Vice-Rector of Staff, and María Pla, Vice-Rector of Research In addition, surveys about the perception of the implementation of the award are being prepared and will be distributed to the researchers in autumn 2025. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1ghQPcbkt_YOefIsXELIhx-jKaPRgLHY7?usp=sharing</p> <p>Indicators 1. Share of targets met As the objectives of this indicator evolve over time, it is not feasible to define a specific percentage of achievement. 2. Image for the project implemented This indicator was dismissed. The HRS4R logo is kept for all the communications related with the award 3. Number of accesses to the dedicated webpage Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Number of updates to the webpage The webpage is continuously updated, it is not possible to set how many versions of the webpage were produced. 5. Number of interactions on social media notices Currently, the University of Girona does not have the technological infrastructure required to store this information. During 2024 4 news were published, and the usual communication concerning the HRS4R awards is done by emails, seminar series, ICE and OITT newsletters</p> |

Proposed ACTIONS

Proposed ACTIONS

| Action 24 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A24. Develop a robust and sustainable strategy for managing IT infrastructures</p> <p>Establish a long-term strategy for IT research infrastructures to meet the needs for high-performance computing and data management based on the FAIR scientific data standards, and stewardship.</p> | <p>(+/-) 2. Ethical principles</p> <p>(+/-) 4. Professional attitude</p> <p>(+/-) 7. Good practice in research</p> <p>(+/-) 23. Research environment</p> | <p>2022:Q4; 2023:Q1, Q2, Q3</p> | <p>Vice-Rectorate for Quality and Transparency</p> <p>Deputy to the Rector for Infrastructures and Scientific-technical Resources IT Service</p> | <p>TARGETS 1.Inventory of available assets and future needs 2.Benchmarking of management schemes for shared IT infrastructures in relevant research institutions. 3.Set up a workgroup on IT infrastructures for research 4.Establish rules for the acquisition and management of IT infrastructures for research 5.Write a draft for the robust and sustainable strategy for IT infrastructures management at UdG 6.IT strategy approved by Governing Board 7.Strategy published in Catalan 8.Strategy published in Spanish and English 9.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</p> <p>INDICATORS 1.Share of targets met 2.Periodic working group meeting reports</p> |
| <p>Current Status</p> | <p>Remarks</p> | | | |
| <p>COMPLETED</p> | <p>REACREDITATION PHASE The installation of the new CPD facility is currently underway. Funds have been allocated, and the project is proceeding according to schedule. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1QOCAGL8XIHdm48im2vu14aozZkRoJdW?usp=sharing</p> <p>Indicators 1. Share of targets met 100% 2. Periodic working group meeting reports Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> | | | |

Proposed ACTIONS

Proposed ACTIONS

| Action 25 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A25. Support programme for postdoctoral researchers The UdG will conduct a review of postdoctoral (R2) policies and practises. The feasibility of establishing a post-doc office and/or a post-doc association will be carefully evaluated within this framework, in accordance with the recommendations of the US National Postdoctoral Association https://ja.cat/iPg8z.</p> | <p>(-/+) 30. Access to career advice</p> <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p> | <p>2023:Q1, Q2, Q3, Q4; 2024:Q1, Q2, Q3, Q4</p> | <p>Vice-rectorate of Research and Knowledge Transfer Doctoral School</p> | <p>TARGETS 1.Benchmarking of support programmes for R2 researchers in outstanding research centres and universities 2.Identify relevant stakeholders 3.Meetings with relevant stakeholders 4.Report on the feasibility to establish a post-doc office/post-doc association 5.Write the draft of the support programme for R2 researchers. 6.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance 7.Approval of the draft by the Delegate Committee for Research, Transfer and Doctorate INDICATORS 1.Share of targets met 2.Inventory of policies supporting R2 researchers 3.Number of actions to support R2 researchers 4.Number of beneficiaries</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| IN PROGRESS | <p>REACREDITATION PHASE The initial idea of setting up a Postdoctoral Office or Association was dismissed during the initial implementation group meeting. This initial plan was replaced by the semiannual organization of workshops for R2 researchers, in which they can share their work and experiences. Currently, an annual meeting and two informal networking meetups are held each year. Additionally, UdG also supports R2 researchers with the calls outlined in Action 22. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/127etWrNBqqdv8DkZLXq2VH73PIYE5Dth?usp=sharing</p> <p>Indicators 1. Share of targets met. 100% 2. Inventory of policies supporting R2 researchers: 5 see action 22 3. Number of actions to support R2 researchers: In addition to the calls mentioned in action 22, there were two networking events per year. 3. Number of beneficiaries: 160</p> |

Proposed ACTIONS

| Action 26 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A26. Improvement of selection and evaluation phases of R2 to R3 researchers financed by competitive R+D resources</p> <p>Adaptation to the new Spanish regulatory framework and improvement of the selection and evaluation phase for recruitment of postdoctoral researchers financed by competitive R+D resources. This recruitment procedure must be implemented using e-administration tools according to actions A15 (Use of e-tools for recruitment) and A16 (e-Administration and quality management system)</p> | (+/-) 12. Recruitment | <p>2022: Q2, Q3, Q4; 2023: Q1</p> | <p>Vice-Rector for Staff Head of the Human Resources Service</p> | <p>TARGETS 1.Adaptation of internal regulations to new Spanish legislation about research recruitment processes 2.Implement the all-electronic procedure according to action A16 on e-administration 3.Preparation of templates and workflows to ensure publication of the calls at Euraxess 4.Definition of a specific training program according to A14 action. 1.Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</p> <p>INDICATORS 1.Share of targets met 2.Number of calls published in Euraxess 3.Number of applicants per call</p> |
| | (+/-) 13. Recruitment (Code) | | | |
| | (+/-) 14. Selection (Code) | | | |
| | (+/-) 15. Transparency (Code) | | | |
| | (+/-) 16. Judging merit (Code) | | | |
| | (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| | (+/-) 18. Recognition of mobility experience (Code) | | | |
| | (+/-) 19. Recognition of qualifications (Code) | | | |
| | (++) 20. Seniority (Code) | | | |
| (-/+) 21. Postdoctoral appointments (Code) | | | | |

Proposed ACTIONS

| Action 26 | Current Status | Remarks |
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| for OTM-R in recruitment). | IN PROGRESS | <p>REACREDITATION PHASE Within the framework of adapting to the new Spanish regulatory requirements, UdG has developed new regulations for the recruitment of both predoctoral and postdoctoral researchers. These regulations are fully aligned with the principles of the HRS4R award and UdG's OTM-R Policy. The new regulations are accompanied by the complete digitalization of the selection and evaluation processes through e-administration tools, ensuring that all recruitment procedures are carried out strictly in accordance with the established framework. This guarantees transparency, consistency, and traceability throughout the process. In parallel, a comprehensive training plan has been designed for all actors involved in recruitment procedures – including technical staff, members of the selection committees, and researchers submitting recruitment proposals. The approval of the new regulations is scheduled by the Governing Council on 23 October 2025, with full implementation of the system planned from November 2025 onwards. If applicable, see evidence of this action in the linked repository folder: https://drive.google.com/drive/folders/1hgu3ZE9TGqpcqjQYpezSw5ZdBpomxaqd?usp=sharing</p> <p>Indicators 1. Share of targets met 82% 2. Number of calls published in Euraxess Currently, the University of Girona does not have the technological infrastructure required to store this information. 3. Number of applicants per call Currently, the University of Girona does not have the technological infrastructure required to store this information</p> |

Proposed ACTIONS

| Action 27 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A27. Improvement of the communication with applicants in the appointment phase Targeted at enhancing the communication with the applicants upon completion of the selection processes (ex-post communication), providing adequate feedback to evaluated and interviewed candidates</p> | <p>(+/-) 12. Recruitment (+/-) 15. Transparency (Code) (++) 20. Seniority (Code) (-/+) 21. Postdoctoral appointments (Code) (++) 22. Recognition of the profession</p> | <p>2024: Q3, Q4; 2025: Q1, Q2</p> | <p>Vice-Rector for Staff Human Resources Service</p> | <p>TARGETS 1.Improving the e-tools used to inform to the candidates at the completion of the selection process 2.Activation by default of a report to provide adequate feedback to all evaluated and interviewed candidates 3.Clearly inform on the available mechanisms for complaints and appeals INDICATORS 1.Share of targets met 2.Share of applicants informed about the completion of the selection process 3.Share of applicants to whom feedback has been given 4.Share of complaints with response in the manner and within the period established</p> |

Proposed ACTIONS

| Current Status | Remarks |
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| IN PROGRESS | <p>REACREDITATION PHASE This action aims to improve communication with applicants upon completion of selection processes (ex post communication), providing clear and constructive feedback to all evaluated and interviewed candidates, in line with OTM R principles. Currently, all job offers include a contact e mail and a complaints mechanism. Feedback is provided through existing processes, either via e mail or integrated electronic tools. This procedure is applied in recruitment for faculty positions and will be extended to researcher calls. From November 2025 onwards, feedback to all applicants will be ensured for every selection process. This will ensure greater transparency, fairness, and alignment with best practices in recruitment. If applicable, see evidence of this action in the linked repository folder:</p> <p>https://drive.google.com/drive/folders/1j3S5pGOLqOWS5m28rhPqkAIM59y_vDFX?usp=sharing</p> <p>Indicators 1. Share of targets met: 60% 2. Share of applicants informed about the completion of the selection process Currently, the University of Girona does not have the technological infrastructure required to store this information. 3. Share of applicants to whom feedback has been given Currently, the University of Girona does not have the technological infrastructure required to store this information. 4. Share of complaints with response in the manner and within the period established Currently, the University of Girona does not have the technological infrastructure required to store this information.</p> |

Proposed ACTIONS

| Action 28 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
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| <p>A28. Assessment of the UdG HRS4R in the application of the C&C principles An evaluation of the UdG's strategy for implementing the C&C principles will be conducted via web interviews and ad hoc focus groups that will revisit the identified gaps and the outcomes of the Initial and Revised Action Plan. Through this assessment, and the outcomes of the EU experts site visit, the blueprint for the Improved Action Plan 2025-2027 will be set up, strengthening the engagement of the whole community in the continuous improvement process.</p> | <p>(+/-) 1. Research freedom</p> <p>(+/-) 2. Ethical principles</p> <p>(+/-) 3. Professional responsibility</p> <p>(+/-) 4. Professional attitude</p> <p>(+/-) 5. Contractual and legal obligations</p> <p>(+/-) 6. Accountability</p> <p>(+/-) 7. Good practice in research</p> <p>(+/-) 8. Dissemination, exploitation of results</p> <p>(+/-) 9. Public engagement</p> <p>(++) 10. Non discrimination</p> <p>(+/-) 11. Evaluation/ appraisal systems</p> <p>(+/-) 12. Recruitment</p> | <p>2024: Q3, Q4</p> <p>2025: Q1, Q2</p> | <p>HRS4R coordinator</p> <p>Implementation and Monitoring Committee</p> | <p>TARGETS 1.Set a computer-assisted web interviewing (CAWI) regarding the views of the UdG community on the application of the C&C principles 2.Prepare materials for focus groups 3.Set focus groups 4.Preparation of site visit for the renewal of the HR award 5.Collection of the outcomes 6.Define actions to be undertaken within the Revised Action Plan 7.Write a draft of the Revised Action Plan 8.Draft approval by the Steering Committee and the Governing Board</p> <p>INDICATORS 1.Share of targets met 2.Revised Action Plan approved 3.Site visit agenda closed 4.Share of CAWI responses 5.Participants in focus groups 6.Outcomes from the EU experts site visit</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------------------------------------------|----------------------------------------------|------------------|--------------------------|
| (+/-) 13. Recruitment (Code) | | | |
| (+/-) 14. Selection (Code) | | | |
| (+/-) 15. Transparency (Code) | | | |
| (+/-) 16. Judging merit (Code) | | | |
| (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| (+/-) 18. Recognition of mobility experience (Code) | | | |
| (+/-) 19. Recognition of qualifications (Code) | | | |
| (++) 20. Seniority (Code) | | | |
| (-/+) 21. Postdoctoral appointments (Code) | | | |
| (++) 22. Recognition of the profession | | | |
| (+/-) 23. Research environment | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----------------------------------------------------|----------------------------------------------|------------------|--------------------------|
| (+/-) 24. Working conditions | | | |
| (++) 25. Stability and permanence of employment | | | |
| (++) 26. Funding and salaries | | | |
| (+/-) 27. Gender balance | | | |
| (-/+) 28. Career development | | | |
| (++) 29. Value of mobility | | | |
| (-/+) 30. Access to career advice | | | |
| (+/-) 31. Intellectual Property Rights | | | |
| (+/-) 32. Co-authorship | | | |
| (++) 33. Teaching | | | |
| (++) 34. Complains/ appeals | | | |
| (++) 35. Participation in decision-making bodies | | | |
| (+/-) 36. Relation with supervisors | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|
| (+/-) 37. Supervision and managerial duties | | | |
| (+/-) 38. Continuing Professional Development | | | |
| (+/-) 39. Access to research training and continuous development | | | |
| (++) 40. Supervision | | | |
| Current Status | Remarks | | |
| COMPLETED | REACREDITATION PHASE DISMISSED This action has been reformulated in action 29 as the initial action following the reaccreditation of the HR excellence in research award. | | |

Proposed ACTIONS

| Action 29 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A29. Perform a new gap analysis survey according with the HR excellence in research criteria. Aligned with Actions A23 and A28, a new survey will be conducted among the UdG's research community to assess researchers' perceptions regarding the current status of the implementation of the 20 criteria of the HR Excellence in Research Award.</p> | <ul style="list-style-type: none"> (+/-) 1. Research freedom (+/-) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude (+/-) 5. Contractual and legal obligations (+/-) 6. Accountability (+/-) 7. Good practice in research (+/-) 8. Dissemination, exploitation of results (+/-) 9. Public engagement (++) 10. Non discrimination (+/-) 11. Evaluation/ appraisal systems (+/-) 12. Recruitment | 2026 Q 1-2026 Q3 | <p>HRS4R coordinator Implementation and Monitoring Committee</p> | <p>TARGETS 1) Perform a new survey describing the current actions that were performed to implement the 20 criteria of Hr excellence in research. 2) Analyze the results of the survey to check the degree of knowledge, about the award, and the proposal of new actions to include in the present action plan. INDICATORS 1. The number of answers to the survey exceeds the 40% of the whole research community. 2. Identify the criteria whose implementation perception is lower 3. Design actions for the implementation of these criteria 4. Perform communication</p> |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------------------------------------------|----------------------------------------------|------------------|--------------------------|
| (+/-) 13. Recruitment (Code) | | | |
| (+/-) 14. Selection (Code) | | | |
| (+/-) 15. Transparency (Code) | | | |
| (+/-) 16. Judging merit (Code) | | | |
| (+/-) 17. Variations in the chronological order of CVs (Code) | | | |
| (+/-) 18. Recognition of mobility experience (Code) | | | |
| (+/-) 19. Recognition of qualifications (Code) | | | |
| (++) 20. Seniority (Code) | | | |
| (-/+) 21. Postdoctoral appointments (Code) | | | |
| (++) 22. Recognition of the profession | | | |
| (+/-) 23. Research environment | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|----------------------------------------------------|----------------------------------------------|------------------|--------------------------|
| (+/-) 24. Working conditions | | | |
| (++) 25. Stability and permanence of employment | | | |
| (++) 26. Funding and salaries | | | |
| (+/-) 27. Gender balance | | | |
| (-/+) 28. Career development | | | |
| (++) 29. Value of mobility | | | |
| (-/+) 30. Access to career advice | | | |
| (+/-) 31. Intellectual Property Rights | | | |
| (+/-) 32. Co-authorship | | | |
| (++) 33. Teaching | | | |
| (++) 34. Complains/ appeals | | | |
| (++) 35. Participation in decision-making bodies | | | |
| (+/-) 36. Relation with supervisors | | | |

Proposed ACTIONS

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|--------------------------------------------------------------------|-----------------------------------------------------|-------------------------|---------------------------------|
| (+/-) 37. Supervision and managerial duties | | | |
| (+/-) 38. Continuing Professional Development | | | |
| (+/-) 39. Access to research training and continuous development | | | |
| (++) 40. Supervision | | | |
| Current Status | Remarks | | |
| NEW | | | |

Proposed ACTIONS

Action 30

A30. Desing and implement a new gender plan The University of Girona should design and implement a new gender plan to align with the HR Excellence in Research (HRS4R) criteria. This would demonstrate its commitment to creating a more inclusive and equitable research environment. A gender plan helps identify and eliminate structural barriers that affect the career progression of women and underrepresented groups. It also enhances the university's international reputation and

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|-----------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (++) 10. Non discrimination | 2027 Q1 - 2027 Q3 | Vice-Rectorate for Territory and Social Commitment Rector's Delegate for Gender Equality Social Compromise Unit | TARGETS 1. Definition of priority objectives and strategic lines 2. Identification of actions, resources and responsibilities of the different units and services 3. Definition of a participatory process that allows feedback from the University community and experts in gender equality 4. Drafting of the Second Gender Equality Plan 5. Approval of the Second Gender Equality Plan by the Governing Council 6. Document published in Catalan 7. Document published in Spanish and English 8. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance INDICATORS 1. Approval of the gender plan by the rectoral team. 2. A 90% approval of the implementation of the new gender plan among the university community in a quality survey. |
| Current Status | Remarks | | |
| NEW | | | |

Proposed ACTIONS

Action 30

competitiveness in European funding programs such as Horizon Europe. Moreover, promoting gender equality supports innovation and excellence by ensuring diverse perspectives in research.

Proposed ACTIONS

| Action 31 | GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A31. Improvement the training for researchers. As a continuation of action 20, improve the training for researchers The University of Girona should improve researcher training to align with the HRS4R principles of continuous professional development. This ensures researchers acquire the necessary skills for career advancement and knowledge transfer. Enhanced training supports the implementation of the European Charter for Researchers and the Code of Conduct. It also strengthens the institution's capacity to attract and retain top talent.</p> | <p>(-/+) 30. Access to career advice</p> <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p> | <p>2027 Q1 - 2027 Q3</p> | <p>Vice-Rectorate for Staff</p> <p>Vice-Rectorate for Research and Knowledge Transfer</p> <p>Educational Science Institute (ICE)</p> | <p>TARGETS 1. Review of the current UdG formation plan for teaching and research staff 2. Identification of and meeting with relevant stakeholders and representatives 3. Write a draft of the continuous development training plan for researchers grounded on existing development frameworks identified in Action A19 4. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress 5. Draft approved by the Governing Council Training calendar set-up INDICATORS 1. Share of targets met 2. UdG's continuous development training plan for researchers approved and published 3. Number of training actions planned Number of research staff trained</p> |
| Current Status | Remarks | | | |
| NEW | | | | |

Proposed ACTIONS

Action 31

Aligning training with HRS4R boosts the university's credibility in European research initiatives. These initiatives include the exchange of training courses with other Universities or research institutions in Catalonia.

Proposed ACTIONS

Action 32

A32. Improve the positioning of the UdG in open science. The University of Girona should increase researchers' participation in open science to promote transparency, accessibility, and collaboration. Designing and implementing a communication campaign will raise awareness and foster a culture of openness. Funds will be allocated to improve IT infrastructure as an essential need to support data sharing, open access publishing, and digital collaboration. These actions align with HRS4R's principles of responsible research

| GAP Principle(s) | Timing (at least by year's quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
|------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (+/-) 7. Good practice in research | 2027 Q1 - 2027 Q3 | Vice-Rectorate for Research and Knowledge Transfer Vice-Rectorate for Quality and Transparency | TARGETS 1 Facilitate Open Access Publishing: 2.Promote Research Data Management:(secure storage, sharing, and reuse of research data through standardized data repositories integrated into the platform). 3. Ensure Compliance with European Open Science Policies: 4. Provide Training and Technical Support INDICATORS 1) open science platform created 2) the number of open science record material is over 100 contributions |
| Current Status | Remarks | | |
| NEW | | | |

Proposed ACTIONS

Action 32

and public
engagement.

Strengthening open
science practices
enhances the
university's
international visibility
and research impact.

4. Implementation process

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

Internal Review for Award Renewal

From the 27 actions of the second action plan, action plan 19 were fully completed

A1. Code of Ethics

A2. Code of Good Practices in Research & Innovation

A3. Research Data Management Policy

A4. Intellectual Property Policy

A5. Reference Guide to Research Data Management

A6. Open Access Policy

A7. Open Access guide

A8. Deployment of a Current Research Information System

A9. Communication plan for research projects

A10. Common agenda for dissemination and training activities

A11. UdG Researcher's Guide

A12. Welcome protocol for researchers

A13. Definition of the OTM-R policy and improvement of general OTM-R procedures

A17. Second Gender Equality Plan"

A18. Research infrastructures management

A21. Research assessment procedures

A20. Continuous development training plan for researchers

A22. Professional Development, Talent Attraction and Talent Retention Support Program

A24. Develop a robust and sustainable strategy for managing IT infrastructures

7 actions were still in progress, although will be finished at last quarter 2025

A14. Training programme on OTM-R

A15. Use of e-tools for recruitment

A16. e-Administration and quality management system for OTM-R in recruitment

A23. Communication plan for HRS4R

A25. Support programme for postdoctoral researchers

A26. Improvement of selection and evaluation phases of R2 to R3 researchers' financed by competitive R+D resources

A27. Improvement of the communication with applicants in the appointment phase

And 2 were dismissed due to further revaluation of the action and its substitution by another procedures different from those mentioned at the action.

A19. Development framework for researchers

A28. Assessment of the UdG HRS4R in the application of the C&C principles

Finally, 4 new actions, most of them continuation of previously completed actions, have been included in the new action plan

A29. Perform a new gap analysis survey according with the HR excellence in research criteria

A30. Design and implement a new gender plan

A31. Improvement the training for researchers

A32. Improve the positioning of the UdG in open science

