

## Internal Review

Case number: 2018ES328092

Name Organisation under review: Universitat de Girona (UdG)

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### 1. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.

| <b>STAFF &amp; STUDENTS</b>  | <b>FTE</b> |
|--|------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *               | 875        |
| Of whom are international (i.e. foreign nationality) *   | 106        |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) *  | 108        |
| Of whom are women *  | 347        |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. * | 530        |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level *   | 160        |
| Of whom are stage R1 = in most organisations corresponding with doctoral level *   | 185        |
| Total number of students (if relevant) *   | 15.219     |
| Total number of staff (including management, administrative, teaching and research staff) *  | 2.328      |

| <b>RESEARCH FUNDING (figures for most recent fiscal year)</b>  | <b>€</b>      |
|--|---------------|
| Total annual organisational budget   | 100.898.065 € |
| Annual organisational direct government funding (designated for research)  | 807.300 €     |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 10.413.153 €  |
| Annual funding from private, non-government sources, designated for research   | 2.567.530€    |

**ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)

The Universitat de Girona (UdG) is a higher education public institution devoted to social progress through excellent teaching and research. UdG is deeply rooted in Catalonia and its culture, acting as an economic and cultural motor.

The UdG is closely involved with the natural territory that supports the University, is deeply concerned about sustainability and social commitment, and has a European-without-borders vision for which the implementation of HRS4R is timely and a priority.

The UdG offers 46 bachelor and 47 master's degrees in many areas: Sciences, Law, Business and Economics, Tourism, Education and Psychology, Arts and Humanities, Engineering and Architecture, Medicine, and Nursing. Research is carried out in 24 departments and 12 institutes, and 14 PhD programs producing about 110 theses per year.

## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further ~~inform~~ **inform** the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

|  |
|--|
| <b>Ethical and professional aspects:</b>   |
| <p>STRENGTHS</p> <p>Commitment of the UdG community to ensuring the highest standards of integrity.</p> <p>A Code of Good Practices for the School of Doctoral Studies has been adopted.</p> <p>An open access policy has been adopted and an institutional repository is available.</p> <p>Software to detect plagiarism is routinely used to verify the originality of doctoral and master theses and final degree projects.</p> <p>Strong support services for research management and transparent accountability.</p> <p>Specialized services to support researchers in the search and management of external funding (including the justification of executed funds and a Research, Transfer and Innovation Newsletter published weekly, which includes news, calls and tech job offers and demands).</p> <p>Strong commitment to dissemination: outstanding participation of researchers and diversity of mechanisms and events.</p> <p>Research Strategy marked by specialisation processes tied to the economic and social environment.</p> <p>WEAKNESSES</p> <p>Even though UdG complies with ethical principles, no ethical code has been formally adopted.</p> <p>The Code of Good Practices for the School of Doctoral Studies is not sufficiently known among researchers and can have a limited scope.</p> <p>Researchers consider the excessive administrative load on research management to be a burden.</p> <p>Although significant efforts have been made, some of the relevant information is still not written in English.</p> <p>There is no common agenda and database for outreach activities.</p> |
| <b>Remarks (max 500 words)</b>   |
| <p>The implementation of the Initial Action plan has driven actions for the continuous improvements to address the flaws identified in the Initial Phase for principles 1-11 of the Charter on Ethical and Professional Aspects.</p> <p><i>&gt;Lack of a data ownership policy and a proper data management plan following FAIR principles</i></p> <p>A policy (A3) has been established on research data management, aiming at aligning our practises with worldwide initiatives and the strategic plan of the institution. The Library Service supports the deployment (Action A5), compiling relevant tools and recommendations for good practises in research data management and open data. The ultimate goal is to make research data as FAIR and open as possible, while as protected as needed under the guidance of the policies linked to intellectual property which are being drafted (A4).</p> <p><i>&gt;Limited use of the Open Access institutional repository and compliance with the Open Access policy</i></p> <p>Together with the actions taken on data management, the new policy on Open Access and the related tools for its deployment (Actions A6 and A7) compose a package of initiatives designed to accelerate the Universitat de Girona's transition to Open Science.</p> <p><i>&gt;Not all researchers are familiar with the regulations because of multiple sources and information points</i></p> <p><i>&gt;The dissemination of assets within the research community requires improvement, particularly for newcomers</i></p>   |

As most material is organised by the structural or administrative units in charge, it may be hard to find, especially for newly incorporated researchers. The UdG Researcher's Guide (Action A11) aims to overcome this barrier by arranging the information according to the needs at different stages of project development and by relevant topics.

The welcome protocol (A12), to be established within the Revised Action Plan, will complement the Researcher's Guide by providing the required information to newcomers (recruited and visiting researchers) to enable complete and seamless integration into the university working environment.

*>The impact of the research projects can be increased through a well-defined communication and dissemination plan with different target audiences.*

The newly dedicated webpage (A9) within the framework of the UdG Researcher's Guide (A11) gives guidance on how to produce 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. The impact of outreach activities might additionally be boosted by the common agenda which will be developed in Action A10.

Initiatives are underway to address the rest of the identified weaknesses:

- The deployment of the new Current Research Information System (Action A8) intends to reduce the administrative load of research management.
- Efforts are being bolstered to make relevant information multilingual and within this Revised Action Plan all actions carry a clear goal that makes this need explicit.
- Following Actions A1 (Ethics Code) and A2 (Good Practices and Innovation Code), two collective self-regulating instruments will provide an accessible and thorough guide to established ethical principles and procedures on core UdG activities and fundraising/financing.

**Recruitment and selection:****STRENGTHS**

Established and well-defined selection and hiring processes in accordance with in-house, national, and regional regulations.

Recruitment procedures aligned with the key aspects of the Open Transparent and Merit-based recruitment principles especially in calls addressed to teaching and research staff.

The assessment of merits includes aspects of mobility, seniority, and special qualifications.

Current institutional regulations ensure non-discrimination and complaints mechanisms are in place.

A centralised job-offer website contains regulations for recruiting researchers financed by UdG self-funded calls and research projects

**WEAKNESSES**

Lack of systematic procedures to manage international dissemination of vacancies.

Training for selection committees is not always provided.

Ex-post communication with candidates in selection processes is not always provided.

There are no common selection criteria for hiring researchers for R&D projects.

Legislation and budget constraints block the stabilisation of postdoctoral researchers and staff turnover and promotion.

Deployed e-tools are not interconnected and the all-electronic process is not guaranteed.

A Quality Management System for OTM-R procedures still needs to be established.

**Remarks (max 500 words)**

The Universitat de Girona considers that good practice in the processes of selection and promotion of its staff is the essential tool to guarantee excellence in its activities and environment to ensure the progress of the institution. Fully committed to continuous improvement regarding Open, Transparent and Merit-Based Recruitment (OTM-R), the institution has been working to include the provisions of the Charter and Code (C&C) and the OTM-R in its policies and processes tackling the weaknesses spotted in the Initial Phase:

*>No official OTM-R policy has been approved*

The Governing Council approved the OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT AND PROMOTION POLICY AT THE UNIVERSITAT DE GIRONA on 13 December 2021. The policy formalizes the synthesis of principles to be followed in terms of staff selection for recruitment throughout the institution, to establish and assure that the selection procedures allow access to the Universitat de Girona for the best candidate for each job, guaranteeing equal opportunities (Action A13).

*>Limited use of e-tools for recruitment and selection*

*>Deployed e-tools are not interconnected, and an all-electronic process is not guaranteed*

*>A Quality Management System for OTM-R procedures still needs to be established*

Available e-tools have been fully deployed in the Action Plan through Action A15 for those recruitment phases where there is an active participation of the candidates, although this set of instruments are not interconnected with each other, nor do they guarantee all-electronic processing. Following Action A16, the deployment of the new

strategy for e-administration combining in-house and commercial solutions should significantly increase agility, efficiency, transparency, traceability, and the assurance of file integrity. It will allow the gathering of aggregate data as well, which will ultimately enable us to continuously improve the entire recruitment procedure through a Quality Management system for OTM-R practices.

*>Changes should be made to track the suitable integration of all elements on the OTM-R checklist at the different stages of the recruitment process.*

Given the importance of continuous improvement regarding Open, Transparent, and Merit-Based Recruitment (OTM-R), a systematic review under the OTM-R checklist is in place which assures an advance toward continuous improvement in line with the C&C principles (Action A13). For that purpose, an OTM-R work group has been established, composed of experienced staff from the Human Resources Service and the Office for Research and Technology Transfer.

The entire set of internal rules for advertising, selecting, and hiring research staff, as well as procedures and practices, has been audited, and items that already meet the C&C requirements have been reinforced. The audit confirmed that the main weaknesses to be tackled were already highlighted during the Initial Phase, which are summarised as follows:

*>There are no common selection criteria for hiring researchers for R&D projects.*

*>Lack of systematic procedures to manage international dissemination of vacancies.*

*>Ex-post communication with candidates in selection processes is not always provided.*

*>Training for selection committees is not always provided.*

Those weaknesses are targeted through Actions A26 (Improvement of selection and evaluation phases of R2 to R3 researchers financed by competitive R+D resources) and A27 (Improvement of the communication with applicants in the appointment phase) within the Revised Action Plan. In addition, through Action A14 a comprehensive package of relevant material and training courses are being developed, including those applicable to selection committees.

*>Legislation and budget constraints block the stabilisation of postdoctoral researchers and staff turnover and promotion*

The Universitat de Girona's Senate approved the CRITERIA FOR ESTABLISHING THE THEORETICAL NUMBER OF TEACHING STAFF AT THE UNIVERSITAT DE GIRONA on 18 February 2016. This is a road map for guiding the mid- and long-term teaching and research staff policies of the UdG, based on the realistic planning of the teaching demands that the departments should cover. Different internal regulations have been adapted to this agreed road map with the ultimate intention of making the actions for attraction and consolidation of talent more efficient.

Within the current legal framework and budgetary constraints, significant efforts have been made on deploying Professional Development, Talent Attraction and Retention Support Programmes, which are made explicit within this Revised Action Plan. Under Action A22, the UdG's own programmes aimed to attract and retain talent targeting R2-R4 researchers have been revisited and reinforced. Those programmes are coordinated with well-established internal calls, such as those for hiring R1-R2 researchers and promoting mobility, and are harmonised with external calls to ensure sustained action towards the professional development of researchers. These programmes are intended to strike a balance between retention of the UdG's own talent, and recruitment, incentivising the attraction of researchers funded by external calls.

**Working conditions:**

## STRENGTHS

The UdG provides work environments with appropriate infrastructure, including research facilities and installations, libraries, cultural and sport venues, and high health and safety standards.

Legislation in force establishes clear and stringent norms concerning working conditions and social protection. There is a close relationship with employees' representatives, so that the needs are properly channelled towards management.

Stable research funding programme for mobility, research infrastructure maintenance and pre-doctoral grants.

Established non-discriminatory policies for gender and functional diversity.

The UdG has approved the Second Gender Equality Plan and has an experienced and committed gender equality commission.

Participation in decision-making bodies by researchers and students is promoted and regulated by the UdG's fundamental rules.

The Office of Occupational Health and Safety inspects and prioritises worker health and safety investments.

The psychosocial work environment and job satisfaction for academic and research staff is assessed periodically and a prevention plan has been designed.

## WEAKNESSES

The budget assigned by the Catalan government through the University Investment Plan (PIU) is insufficient to assure the proper maintenance/renewal of research infrastructures.

An inventory of research equipment, including scientific and technical capabilities, is needed.

Advice and support provided for industrial exploitation of research results needs to be improved.

A long-term strategy for research IT infrastructures needs to be established

## Remarks (max 500 words)

The principles in this themed block were reviewed as part of the preliminary Gap Analysis, and the outcomes of that analysis were used to design a number of actions to better working conditions. The main flaws were linked to research infrastructures. Even though research facilities were generally rated as good (71 percent of respondents gave a rating of 6 or higher out of 10), there is room for improvement.

*>An inventory of research equipment, including scientific and technical capabilities, is needed.*

*>A long-term strategy for research IT infrastructures needs to be established.*

This inventory intends to provide an overview of the scientific and technical capabilities, in addition to collecting all requirements regarding maintenance and health and safety issues (Action A18). Looking for a robust mid-term solution, the inventory is being implemented within a general-purpose computer-aided maintenance management system (CMMS), allowing for the optimum use of all assets, ranging from physical spaces and infrastructures to specific equipment.

Within the Revised Action Plan, this inventory is extended to IT infrastructures for research, aiming at defining a long-term, sustainable strategy considering high-performance computing requirements, and the need for FAIR research data management and stewardship (Action A23).

*>Advice and support provided for industrial exploitation of research results needs to be improved.*

An ad hoc work group has been responsible for drafting two policies that stem from the highlighted weakness: the Intellectual Property Policy and the Commercialisation of Research Results Policy. These are now ready to be shared with the research community for discussion (Action A4).

Faithful to the principle of continuous improvement, the UdG has strengthened and updated 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 discrimination based on gender. The Second Gender Equality Plan (A17) will be a developing tool in which the strategic lines and actions proposed by the government must be defined to promote equal opportunities for women and men in the various fields of competence of the Universitat de Girona.



**Training and development:****STRENGTHS**

A well-established PhD school with an internal quality management system continuously improves the training and evaluation of R1 researchers.

Wide offer of training courses for R1 researchers encompassing IP, entrepreneurship, mentorship, technical courses, and soft skills.

The School of Doctoral Studies mediates in conflicts between R1 researchers and their supervisors.

Advanced in-house teacher training is offered by the Josep Pallach Institute of Education Sciences.

Teaching is recognised as an important asset at the UdG for researchers at all stages.

A training plan for teaching and research staff, approved in December 2016, considers the multiple dimensions of university activity (teaching, research, knowledge-transfer, management, sustainability, and social commitment).

A number of different institutes, units and services provide training opportunities at the UdG.

**WEAKNESSES**

The research career path (competencies and skills) needs to be defined for researchers at all stages of their professional careers.

The training plan for teaching and research staff has not been fully deployed and needs to be revised in accordance with the defined research career path.

Tools should be provided to increase the employability and entrepreneurship of researchers at all career stages given that UdG Ocupació addresses its activity mostly to bachelor's and master's degree students.

**Remarks (max 500 words)**

During the last period, continuous improvements have been made to address the main weaknesses identified in the Initial Phase in order to ensure appropriate coverage of the principles detailed in the C&C regarding Training and Development, which have been fully integrated into the institution's overall strategic plan and policies.

*>Data handling/record keeping policies should be established.*

*>An institutional policy on intellectual property rights should be adopted.*

The Policy on Research Data Management sets recommendations for data handling/record keeping policies (Action A3). When it comes to sensitive data, the Research Ethics and Biosafety Committee (established in 2013) oversees that proper data handling protocols are followed in accordance with existing legislation. An institutional policy on intellectual property rights is being drafted which will further clarify roles and responsibilities, rights and obligations (Action A4).

*>The research career path (competencies and skills) needs to be defined for researchers at all stages of their professional careers.*

Schemes that identify competencies and skills for researchers at all stages of their professional development 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. In addition, a career guidance initiative is planned for the third quarter of 2022 as part of the HRS4R communication strategy (Action A22) to increase awareness on competency schemes, self-assessment tools, and life-long learning opportunities for career development.

*>The UdG should intensify coordination between the different units providing training to teaching and research staff.  
>The training plan for teaching and research staff has not been fully deployed and needs to be revised in accordance with the defined research career path.*

The UdG has intensified the coordination between internal units and support systems to identify and address research-training needs and skills development, and the training portfolio for 2021-2022 is now integrated. Work is in progress to incorporate the training offer into a common agenda (Action A10). The definition of the new Framework Training Plan had to be postponed due to the contingency plan undertaken to cope with the COVID-19 pandemic. The activities needed for the fulfilment of targets and action completion will be resumed in Q3\_2022 (Action A20), which will also address the needs identified through Action A14 (Training programme on OTM-R).

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

The global priorities inferred from the Gap Analysis remain valid. However, the COVID-19 pandemic disrupted the entire operation planned by the Universitat de Girona in March 2020. The institution's management, decision-making bodies, and services all had to deal with a new paradigm and respond quickly. Providing resources and teleworking strategies to ensure educational quality standards, as well as reactivating everyday activities for research and knowledge transfer, became a must and a short-term priority.

The digitalization responses to the global COVID-19 pandemic represent the intensification of change processes already initiated under the Strategic Plan UdG2030 Sum of Intelligences (please refer to the block on strategic decisions). This vision and the key aspects identified during the diagnosis stage gave rise to a set of strategic lines and objectives, one of which (6.2) is the implementation of a comprehensive initiative of modernisation and training in 4.0 tools for the entire university community, as well as putting technological resources at the disposal of teaching staff, administrative and service staff, students, and alumni.

Moreover, because of the COVID-19 pandemic, an ad-hoc teleworking law was enacted at national level (Royal Decree-law 28/2020, September 22nd, on Remote Work). This means that public administrations must adjust their existing standards to meet the new requirements and obligations. Teleworking has become a reality and a priority for the institution's staff, and it must be tackled. UdG is now involved in the formulation of internal policies, broadening the scope of the rules and procedures established by law for providing institutional resources to optimise the research community's performance (and institutional staff in general) under these circumstances, with the aim of being fully operative in September 2022.

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

There have been significant operational challenges for most of the Action Plan's implementation (September 2019-June 2022), primarily because of COVID-19. The Universitat de Girona, faced with the emergency generated by the pandemic, responded immediately with a series of initiatives that were aimed, first and foremost, at protecting the health of the entire university community. Like the rest of European universities, the UdG was able to quickly develop solutions and response mechanisms to maintain core activities and remotely manage workforces under these unprecedented and supervened circumstances.

Because of the scenario created, we had to focus on improving the organisation of our work and the well-being of our students and employees. A dedicated website (<https://www.udg.edu/en/infocovid/>) was built. Several remote education and evaluation resources, as well as courses for pedagogical skills in online environments, were deployed in a very short time to deliver distant learning while ensuring quality standards.

Moreover, the sudden shift to digital work and education exposed that the universality of digital access could not be taken for granted, and funding and support schemes were soon established. When it comes to well-being initiatives, all employees and students had access to a wide selection of materials that ranged from ergonomics and remote work schedule planning to stress management and health and safety.

Unfortunately, some strategic initiatives have been pushed to the side-lines due to the necessary redistribution of resources to mitigate the havoc caused by the pandemic. Nonetheless, we managed to fulfil many of the planned measures of the UdG HRS4R's initial action plan, albeit with some delays.

On the other hand, the regulatory framework has changed regarding stability and permanence of employment, as well as on professional career development, which will have an impact on our HRS4R in the short and medium term. On 30 December 2021, the Official State Gazette in Spain published the General Provisions of Royal Decree-Law 32/2021 covering urgent labour reform measures, required to ensure stability of employment and the transformation of the labour market.

The most important points of the new legislation focus on temporary contracts, temporary employment regulation processes and collective agreements. The 'work and service' contract are about to disappear (fixed-term or project-term contracts with a

specific end date) and employment contracts are now indefinite by general presumption. In addition, the new Organic Law of the University System (LOSU), which is expected to be presented to the Council of Ministers in the coming months, also aims to tackle precariousness and temporality in universities, by simplifying the career path and increasing funding.

The mission of the Law of Science of Catalonia is to define and consolidate the model of the R+D+I of Catalonia, based on the general framework established by the Spanish Law on Science, Technology, and Innovation, approved by the Council of Ministers on 18 February 2022. The Law of Science of Catalonia recognizes the importance of the transmission of the results of research and innovation as a guarantee of competitiveness and progress and is presented as the backbone of the open science of Catalonia. At the moment, the law has been approved by the Government of the Generalitat de Catalunya and is in parliamentary proceedings. The forecast is that it will be approved by the Parliament of Catalonia before the end of 2022. It is advisable to keep this legislative change in mind to adapt our HRS4R policies.

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

Prof. Quim Salvi was re-elected for a second four-year term as Rector of the Universitat de Girona in November 2021. In June 2019, Prof. Salvi's Governing Team committed to the HRS4R principles and has guided the activities taken so far throughout the initial and implementation stages. The Charter and Code principles are seamlessly integrated into the UdG Government Program 2022–2025 (<https://ja.cat/sxy0V>), further strengthening HRS4R as a key cornerstone of our governance.

The University of Girona has decided to anticipate the events that will govern the future of humanity and stand out in the sum of intelligences, recognizing that the common thread of learning, science, culture and, in general, of the evolution in the coming years will be determined by the combination of natural intelligence, collective intelligence and artificial intelligence.

Thus, in March 2019 the UdG Senate approved the UdG2030 Strategic Plan the Sum of Intelligences (which is available at <https://ja.cat/Nl6td>). This was the result of a long process, which began in mid-2018, with the participation of more than 200 members of the university community and more than 30 people from the social, economic, cultural, academic and political sectors. The UdG2030 Strategic Plan intends to be a firm bet to deploy a model of learning, research and transfer of knowledge and social commitment on this basis and on its traditional values of proximity and bridge between humanism, science and technology.

### 3. Actions

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

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

#### Proposed ACTIONS

| Principle | Statement   | Actions |  | Principle | Statement  | Actions |
|-----------|---|---------|--|-----------|--|---------|
| 1         | Research freedom                                    | 6       |  | 21        | Postdoctoral appointments (Code)                       | 7       |
| 2         | Ethical principles                                  | 7       |  | 22        | Recognition of the profession                          | 4       |
| 3         | Professional responsibility                         | 8       |  | 23        | Research environment                                   | 6       |
| 4         | Professional attitude                               | 10      |  | 24        | Working conditions                                     | 3       |
| 5         | Contractual and legal obligations                   | 4       |  | 25        | Stability and permanence of employment                 | 3       |
| 6         | Accountability                                      | 7       |  | 26        | Funding and salaries                                   | 3       |
| 7         | Good practice in research                           | 8       |  | 27        | Gender balance   | 3       |
| 8         | Dissemination, exploitation of results              | 9       |  | 28        | Career development                                     | 4       |
| 9         | Public engagement                                   | 3       |  | 29        | Value of mobility                                      | 3       |
| 10        | Non discrimination                                  | 4       |  | 30        | Access to career advice                                | 3       |
| 11        | Evaluation/ appraisal systems                       | 4       |  | 31        | Intellectual Property Rights                           | 3       |
| 12        | Recruitment   | 6       |  | 32        | Co-authorship  | 3       |
| 13        | Recruitment (Code)                                  | 7       |  | 33        | Teaching   | 2       |
| 14        | Selection (Code)                                    | 8       |  | 34        | Complaints/ appeals                                    | 2       |
| 15        | Transparency (Code)                                 | 7       |  | 35        | Participation in decision-making bodies                | 2       |
| 16        | Judging merit (Code)                                | 6       |  | 36        | Relation with supervisors                              | 4       |
| 17        | Variations in the chronological order of CVs (Code) | 6       |  | 37        | Supervision and managerial duties                      | 2       |
| 18        | Recognition of mobility experience (Code)           | 6       |  | 38        | Continuing Professional Development                    | 6       |
| 19        | Recognition of qualifications (Code)                | 6       |  | 39        | Access to research training and continuous development | 7       |
| 20        | Seniority (Code)                                    | 7       |  | 40        | Supervision  | 2       |

|   |  |   |
|---|--|---|
| <b>A1. Code of Ethics</b>   |  |   |
| 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).  |  |   |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [1] [2] [3] [6]   | Q3-Q4_2022   | EXTENDED  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Territory and Social Commitment<br><br>Social Commitment Unit  | 1. Benchmarking of ethical code of outstanding research centres and universities identify the topics that should be included in the Code<br>2. Writing of the draft of the code<br>3. Approval of the draft by the Governing Council<br>4. Code of Ethics published in Catalan<br>5. Code of Ethics published in Spanish and English<br>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance<br>7. Code widely disseminated among the UdG community | 1. Share of targets met<br>2. Statistics of access to the Code of Ethics published online |
| <b>REMARKS</b>  |  |   |
| The sudden onset of the COVID-19 pandemic halted the debates, which were rescheduled until mid-November 2021 due to the circumstances. The Code of Ethics has already been drafted by Q2_2022. It is the outcome of a participatory process in which all stakeholders and renowned experts have been engaged. The preparatory targets (1-2) have thus been met. The Governing Council's approval is expected in the coming months, following an additional period of debate open to the whole UdG community. A target that specifies the methodology and major responsibilities for quantifying and updating progress and performance indicators has been included. |  |   |

| 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 <a href="#">European Code of Conduct for Research Integrity</a> published by ALLEA.  |  |   |
| GAP PRINCIPLE  | TIMING   | CURRENT STATUS  |
| [1] [2] [3] [6] [7] [8] [32]   | Q1-Q3_2023   | EXTENDED  |
| RESPONSIBLE UNIT(S)  | TARGETS  | INDICATORS  |
| Vice-Rectorate for Research and Knowledge Transfer<br><br>Office of Research and Technology Transfer<br><br>Doctoral School  | 1. Benchmarking of Code of Good Practices in Research and Innovation of outstanding institutions<br>2. Identify the topics that should be included<br>3. Write a draft of the Code of Good Practices in Research and Innovation, considering the EDUdG Code of Good Practices<br>4. Open consultation with stakeholders<br>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance<br>6. Approval of the Draft by the Delegate Committee for Research, Transfer and Doctorate<br>7. Code of Good Practices in Research and Innovation published in Catalan<br>8. Code translated into Spanish and English<br>9. Dissemination and support to the research community for implementation | 1. Share of targets met<br>2. Number of accesses to the code published online<br>3. Number of dissemination events<br>4. Attendees at training events |
| REMARKS  |  |   |
| This action was initially planned for Q1_2022 and has been rescheduled to Q3_2023 for completion. The Implementation and Monitoring Committee decided to withhold its release until the outcomes of closely related actions (A1, A3, A4, and A5) are established as this Code is understood as an overarching framework for research activities at different levels. Targets 1 and 2 have been met, and drafting (Target 3) is 75% complete. A target has been established for developing the methodology and major tasks for quantifying and updating progress and performance indicators. The list of indicators has been modified, and those that overlap with targets have been removed. |  |   |

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| <b>A3. Research Data Management Policy</b>  |   |   |
| Prepare and formally adopt the UdG's Research Data Management 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  |   |   |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>   | <b>CURRENT STATUS</b>   |
| [3][4][6][36]   | Q3_20-Q4_20   | COMPLETED   |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>  | <b>INDICATORS</b>   |
| Vice-Rectorate for Quality and Transparency<br><br>Library Service  | <ol style="list-style-type: none"> <li>1. Benchmarking of Data Ownership Policy in Research and Innovation of outstanding research centres and universities</li> <li>2. Write a draft of the Policy</li> <li>3. Approval of the draft by the Delegate Committee for Research, Transfer and Doctorate</li> <li>4. Policy published in Catalan</li> <li>5. Policy translated into Spanish and English and available at the dedicated web page</li> <li>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of accesses to the documents</li> </ol> |
| <b>REMARKS</b>  |   |   |
| <p>The Governing Board of the UdG approved the Research Data Management Policy during session 2/2022, held on 16 February 2022, with the prior and favourable assessment report of the Delegate Committee for Research, Transfer and Doctorate. (<a href="https://dugi-doc.udg.edu/handle/10256/20837">https://dugi-doc.udg.edu/handle/10256/20837</a>)</p> <p>The policy assigns roles and responsibilities to key actors, establishing guidance on relevant issues which are further developed under the umbrella of actions A4 and A5. The main goal is to align with national and international research data efforts, as well as with funding and evaluation agencies, journals, and publishers, to make research data FAIR (Findable, Accessible, Interoperable, and Reusable) and as open as possible, while as protected as needed.</p> |   |   |



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| <b>A4. Intellectual Property Policy</b>  |  |   |
| Prepare and formally adopt the UdG's Intellectual Property Policy (IPP), recommended by the World Intellectual Property Organisation, to <ol style="list-style-type: none"> <li>1. clarify the ownership of and the right to use the IP resulting from the institution's own or collaborative R&amp;D activities</li> <li>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</li> <li>3. provide a transparent framework for cooperation with third parties and guidelines on the sharing of economic benefits arising from the commercialisation of IP.</li> </ol>                                  |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [3][4][8][31]  | Q2_2022-Q1_2023  | IN PROGRESS   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Research and Knowledge Transfer<br><br>Office of Research and Technology Transfer<br><br>Library Service  | <ol style="list-style-type: none"> <li>1. Benchmarking of Intellectual Property Policies of outstanding research centres and universities</li> <li>2. Write a draft of the Policies</li> <li>3. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> <li>4. Policies approved by the Delegate Committee for Research, Transfer and Doctorate</li> <li>5. Policies published in Catalan</li> <li>6. Policies published in Spanish and English</li> <li>7. Policies widely disseminated among the research community</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of dissemination events</li> <li>3. Attendees at training events</li> <li>4. Accesses to the documents</li> </ol> |
| <b>REMARKS</b>   |  |   |
| <p>This task was initially planned for Q3_20-Q2_21 and was rescheduled to Q2_2022-Q1_2023 because of the HRS4R contingency plan for the COVID-19 pandemic.</p> <p>An <i>ad hoc</i> work group has been set up, responsible for drafting the Intellectual Property Rights Policy (A4). Upon completion of Target 1, it was decided to split the Intellectual Property Rights Policy of the UdG into two separate documents according to the legislative framework at national level: the Intellectual Property Policy and the Commercialisation of Research Results Policy. The latter has been drafted and the former is in progress. The set of indicators has been modified, and those coincident with targets have been suppressed.</p> |  |   |

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| <b>A5. Reference Guide to Research Data Management</b>   |   |   |
| 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).   |   |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>   | <b>CURRENT STATUS</b>   |
| [3][4][6][7][36]   | Q2_21-Q1_22   | COMPLETED   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>  | <b>INDICATORS</b>   |
| Vice-Rectorate for Quality and Transparency<br><br>Vice-rectorate for Research and Knowledge Transfer<br><br>Library Service   | 1. Audit current practices on research data recording and storage<br>2. Define data management categories according to requirements and targets<br>3. Identify the most adequate media and format for each level<br>4. Evaluation of software options and technical capabilities required for each data management category<br>5. Write a draft of the Reference Guide to Research Data Management<br>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance<br>7. Guide published in Catalan<br>8. Guide published in Spanish and English | 1. Share of targets met<br>2. Number of accesses to the dedicated website<br>3. Number of dissemination and training events on the subject<br>4. Number of attendees at dissemination and training events |
| <b>REMARKS</b>   |   |   |
| The UdG Library has launched a research data management support service based on the Research Data Management Policy (Action A3). A web page ( <a href="https://biblioteca-recerca.udg.edu/dades-de-recerca/">https://biblioteca-recerca.udg.edu/dades-de-recerca/</a> ) gathers relevant policies and specific tools for good practices in research data management and open data. The contents are dynamic and are progressively updated and expanded. |   |   |

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| <b>A6. Open Access Policy</b>   |  |  |
| 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.   |  |  |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>  | <b>CURRENT STATUS</b>  |
| [7][8]  | Q4_20-Q2_21  | COMPLETED  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>   | <b>INDICATORS</b>  |
| Vice-Rectorate for Quality and Transparency<br><br>Library Service  | <ol style="list-style-type: none"> <li>1. Spot the shortcomings of current institutional policy and practices regarding Open Access</li> <li>2. Assess the effectiveness of different communication channels for promotion and training</li> <li>3. Write a draft of the new Open Access Policy</li> <li>4. Approval of the draft by the Governing Council</li> <li>5. Policy published in Catalan</li> <li>6. Policy published in Spanish and English</li> <li>7. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of dissemination and training events on the subject</li> <li>3. Number of attendees at dissemination and training events</li> <li>4. Number of accesses to the dedicated website</li> <li>5. Share of publications in open access by typology</li> </ol> |
| <b>REMARKS</b>  |  |  |
| <p>The new policy on open access to research was approved by the Governing Board on 12/4/2021 and is published on the website <a href="https://ja.cat/UdGHR54ROpenAccesMandate">https://ja.cat/UdGHR54ROpenAccesMandate</a></p> <p>The goal was to adapt the former, outdated policy, implemented in 2012, to the latest changes in open access and open science. The new policy adheres to the current rules and guidelines of the European Commission and the Ministry of Science and Innovation and the Ministry of Universities. The approval came to fruition after a participatory process with faculty members and researchers at all levels (R1-R4).</p> <p>As for promotion and training, a total of 24 sessions were held during Q1_2021 for researchers from the different departments. Overall, the number of attendees was 252.</p> <p>The evolution of publication in open access for the Universitat de Girona by typology can now be consulted online at <a href="https://ja.cat/UdGHR54ROA">https://ja.cat/UdGHR54ROA</a> and <a href="https://portalrecerca.csuc.cat/estadistiques/publicacions/accesobert">https://portalrecerca.csuc.cat/estadistiques/publicacions/accesobert</a>.</p> |  |  |

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| <b>A7. Open Access guide</b>  |   |  |
| 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.   |   |  |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>   | <b>CURRENT STATUS</b>  |
| [7][8]  | Q1_21-Q4_21   | COMPLETED  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>  | <b>INDICATORS</b>  |
| Vice-Rectorate for Quality and Transparency<br><br>Library Service  | <ol style="list-style-type: none"> <li>1. List frequently asked questions on open access</li> <li>2. Identify relevant information and resources</li> <li>3. Dedicated website with relevant content available and progressively updated</li> <li>4. Contents translated into Spanish and English</li> <li>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> <li>6. Promotion and training events for R1-R4 researchers</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of dissemination and training events on the subject</li> <li>3. Number of attendees at dissemination and training events</li> <li>4. Number of accesses to the dedicated website</li> <li>5. Share of publications in open access by typology</li> </ol> |
| <b>REMARKS</b>  |   |  |
| <p>Linked to action A6 on Open Access Policy, a web page collects relevant and updated information (<a href="https://biblioteca-recerca.udg.edu/comunicacio-cientifica/">https://biblioteca-recerca.udg.edu/comunicacio-cientifica/</a>). The set of initial targets established has been modified to better track the implementation rate of the action and performance of the outcome. As for promotion and training, a total of 24 sessions have been held for researchers from the different departments to date. Overall, the number of attendees was 252 (see A6).</p> <p>The evolution of publication in open access for the Universitat de Girona by typology can now be consulted online at <a href="https://ja.cat/UdGHRS4ROA">https://ja.cat/UdGHRS4ROA</a> and <a href="https://portalrecerca.csuc.cat/estadistiques/publicacions/accesobert">https://portalrecerca.csuc.cat/estadistiques/publicacions/accesobert</a>.</p> |   |  |

| A8. Deployment of a Current Research Information System   |  |  |
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| 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   |  |  |
| GAP PRINCIPLE   | TIMING   | CURRENT STATUS   |
| [4][5][6][8][28]  | Q2 2022 – Q3 2024  | EXTENDED   |
| RESPONSIBLE UNIT(S)   | TARGETS  | INDICATORS   |
| Vice-Rectorate for Research and Knowledge Transfer<br><br>Office of Research and Technology Transfer  | <ol style="list-style-type: none"> <li>1. Benchmarking of software options</li> <li>2. Define contents, tools, and actions</li> <li>3. Acquisition of a CRIS platform following public procurement procedures (P3)</li> <li>4. Gradually integrate the available resources</li> <li>5. Specific training to personnel from OITT and researchers on the potential and use of the new platform</li> <li>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of training/dissemination events</li> <li>3. Number of attendees at training / dissemination events</li> <li>4. Percentage of research inputs (projects, contracts) in the CRIS</li> <li>5. Number of users</li> </ol> |
| REMARKS   |  |  |
| <p>Based upon the results of Target 1, the scope of this action was redefined. Action 8 was designed to focus primarily on software aimed at improving administrative processes related to research project management. The benchmarking carried out (Target 1) highlighted the need to widen the scope, as the current research information system (CRIS) used at the institution was obsolete due to a limited (null) capacity for interoperation with modern software packages.</p> <p>In addition, modern CRIS systems fulfil the initial needs identified. At the same time, there are significant benefits for researchers (automated CV, bibliography, project participation list, institutional web page generation, part-completion of research proposals, etc.) for a relatively small input effort since most input data is automated, or only required once, and used many times. Similarly, it provides clear advantages for research assessment, leading to better strategic decision-making, and increase in projection at international level and financing opportunities. Thus, considering the mid- and long-term interests and needs of the institution, it was decided to put efforts into the acquisition of a new CRIS platform, to redefine the scope of the action, and to grant an extension within the Revised Action Plan. An ad hoc work group has been set up that has fulfilled Targets 1, 2 and partially 3.</p> |  |  |

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| <b>A9. Communication plan for research projects</b>  |   |   |
| 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  |   |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>   | <b>CURRENT STATUS</b>   |
| [8]  | Q3_2020-Q2_2021   | COMPLETED   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>  | <b>INDICATORS</b>   |
| Vice-Rectorate for Communication<br><br>Area of Communication and Institutional Relations  | <ol style="list-style-type: none"> <li>1. Define contents, media, and actions</li> <li>2. Collect resources and tools</li> <li>3. Write the draft of the communication plan for research projects</li> <li>4. Set up communication plan templates</li> <li>5. Publish the communication plan for research projects through a section of the Researcher's Guide website</li> <li>6. Contents translated into Spanish and English</li> <li>7. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> <li>8. Communication plan widely disseminated among the research community</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of accesses to the dedicated webpage</li> <li>3. Number of training events carried out</li> <li>4. Number of participants in training events</li> </ol> |
| <b>REMARKS</b>   |   |   |
| <p>A new section on communication and dissemination is available through the Researcher's Guide (<a href="https://ja.cat/UdGHRS4RGuiaInvestigadorPlaComunicacioProjectesRecerca">https://ja.cat/UdGHRS4RGuiaInvestigadorPlaComunicacioProjectesRecerca</a>). This dedicated site contains information and materials on communication plans for research projects:</p> <ul style="list-style-type: none"> <li>• Execution phases and key components</li> <li>• Target audiences, communication strategies, and media</li> <li>• Methods for evaluating the effectiveness of internal and external communication strategies</li> <li>• Outreach initiatives and activities aimed at non-expert audiences</li> <li>• Templates for communication plans</li> </ul> <p>It links to UdGDivulga (<a href="https://www.udg.edu/en/investiga/udgdivulga">https://www.udg.edu/en/investiga/udgdivulga</a>), the institution's news portal with UdG research updates. The action is considered complete, although the contents will be continuously extended and updated.</p> |   |   |

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| <b>A10. Common agenda for dissemination and training activities</b>  |  |   |
| 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).  |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [8][39]  | Q3_2023-Q1_2024  | IN PROGRESS   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Communication<br><br>Area of Communication and Institutional Relations<br><br>Institute of Education Sciences   | 1. Define the most adequate media and format<br>2. Identify relevant contents and stakeholders<br>3. Set up a protocol for updates<br>4. Implement a common agenda<br>5. Widely disseminate the common agenda among relevant stakeholders<br>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress | 1. Share of targets met<br>2. Number of items in the common agenda<br>3. Number of accesses to the dedicated webpage/platform |
| <b>REMARKS</b>   |  |   |
| This action was initially programmed for Q3_2021-Q2_2022 although it was rescheduled to Q3_2023-Q1_2024 within the contingency plan of the COVID-19 pandemic. The available media have already been identified (see for instance <a href="https://esdeveniments.udg.edu/">https://esdeveniments.udg.edu/</a> ) although the overall feasibility and the definition of update protocols still needs to be assessed. |  |   |

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| <b>A11. UdG Researcher's Guide</b>   |  |  |
| 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.   |  |  |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>  |
| [2][4]   | Q3_2021-Q2_2022  | COMPLETED  |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>  |
| Vice-Rectorate for Research and Knowledge Transfer<br><br>Vice-Rectorate for Quality and Transparency<br><br>Library Service<br><br>Office of Research and Technology Transfer   | 1. Define the most adequate media & format<br>2. Identify relevant contents and stakeholders<br>3. Dedicated website with relevant content available and progressively updated<br>4. Contents translated into Spanish and English<br>5. Set up a protocol for (bottom-up) updates<br>6. Widely disseminate the guide among the research community<br>7. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance | 1. Share of targets met<br>2. Number of suggestions sent to the mailbox<br>3. Number of accesses to the Guide<br>4. Number of minor /major updates |
| <b>REMARKS</b>   |  |  |
| A web platform has been launched and is available at <a href="https://guia-investigador.udg.edu/">https://guia-investigador.udg.edu/</a> . For beta-testing (April 2022), a target group of 306 researchers evaluated the outcome, with 1621 accesses to the webpage and 26 suggestions for improvement. The Researcher's Guide is dynamic and will be progressively updated and expanded. As for the rest of actions, a target has been added to facilitate monitoring of the progress as well as the assessment of short and mid-term impact through key performance indicators. |  |  |



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| <b>A12. Welcome protocol for researchers</b>   |  |   |
| 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.  |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [4][23]  | Q4_2022-Q3_2023  | IN PROGRESS   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Strategic Projects and Internationalisation<br><br>International Office<br><br>Human Resources Service  | <ol style="list-style-type: none"> <li>1. Audit current procedures</li> <li>2. Spot the shortcomings of current procedures and needs</li> <li>3. Identify the critical points to be addressed, relevant stakeholders and responsibilities</li> <li>4. Write a draft of the welcome protocol for researchers</li> <li>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress</li> <li>6. Protocol approved by the Delegate Committee for Research, Transfer and Doctorate</li> <li>7. Protocol published in Catalan</li> <li>8. Protocol published in Spanish and English</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Number of accesses to the dedicated website</li> <li>3. Researchers to whom the service is provided</li> <li>4. Satisfaction survey to assess the quality of the service provided</li> </ol> |
| <b>REMARKS</b>   |  |   |
| This action was initially planned for Q3_2021-Q2_2022 although it has been rescheduled to Q4_2022-Q3_2023 because of the contingency plan for the Covid-19 pandemic. A general protocol for research and teaching staff has already been drafted, although the shortcomings of current procedures for different target profiles are still to be defined. |  |   |

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| <b>A13. Definition the OTM-R policy and improvement of general OTM-R procedures</b>  |  |   |
| 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 UdG, as well as the procedures and practices associated with them.  |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [9][12-20] OTM-R 1,2,6-8, 11-15,16-19, 20-21   | Q3_2020-Q2_2021  | COMPLETED   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Staff<br><br>Human Resources Service  | <ol style="list-style-type: none"> <li>1. UdG's OTM-R policy defined</li> <li>2. Audit the procedures considering Charter &amp; Code (C&amp;C) principles and requirements of OTM-R</li> <li>3. Reinforce of the OTM-R items that already satisfy the requirements of the C&amp;C</li> <li>4. Spot main weaknesses to be addressed by target process/profile</li> <li>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress</li> </ol> | <ol style="list-style-type: none"> <li>1. OTM-R policy published in Catalan</li> <li>2. OTM-R policy published in Spanish and English</li> <li>3. Share of recruitment procedures that satisfy the requirements of the OTM-R policy and of the C&amp;C</li> </ol> |
| <b>REMARKS</b>   |  |   |
| <p>On 23 December 2021, the Governing Council 10/2021 approved the OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT AND PROMOTION POLICY of the Universitat de Girona. The document is published in Catalan, Spanish and English on the web site of the Universitat de Girona dedicated to HRS4R (<a href="https://www.udg.edu/en/investiga/recerca-i-innovacio-responsable/hrs4r">https://www.udg.edu/en/investiga/recerca-i-innovacio-responsable/hrs4r</a>).</p> <p>Given the importance of continuous improvement regarding Open, Transparent, and Merit-Based Recruitment (OTM-R), a systematic review under the OTM-R checklist is in place which assures the advance of continuous improvement in line with the C&amp;C principles.</p> <p>This review allowed reinforcement of those procedures which already satisfy the requirements of the C&amp;C. In addition, the main weaknesses have been identified by processes (appointment phase) and by target group (research contracts founded by competitive resources). Two new actions are incorporated to this Revised action plan to address these flaws:</p> <ul style="list-style-type: none"> <li>• Action A26 on the improvement of selection and evaluation phase for R2 and R3 researchers financed by competitive R+D resources, and</li> <li>• Action A27, about the improvement of the communication with applicants in the appointment phase for all positions</li> </ul> |  |   |

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| <b>A14. Training programme on OTM-R</b>   |   |   |
| 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.  |   |   |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>   | <b>CURRENT STATUS</b>   |
| [14] OTM-R 3  | Q2_2022-Q2_2023   | IN PROGRESS   |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>  | <b>INDICATORS</b>   |
| Vice-Rector for Staff<br><br>Head of the Human Resources Service  | 1. Identify relevant stakeholders and target groups<br>2. Design of an OTM-R training course according to audience<br>3. Training course on OTM-R approved by governing bodies and included in the Annual Training Plan<br>4. Training course organised twice a year<br>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress | 1. Share of targets met<br>2. Number of staff trained in OTM-R<br>3. Satisfaction survey to evaluate the quality of the training provided |
| <b>REMARKS</b>  |   |   |
| <p>This action has been rescheduled from Q2_2021-Q2_2022 to Q2_2022 to Q2_2023 within the planned contingency measures following COVID-19.</p> <p>Benefiting from the contents available from Euraxess, the Universitat de Girona is designing a set of training courses about OTM-R policies and good practices targeting the needs of three different audiences:</p> <ol style="list-style-type: none"> <li>1) Faculty staff and researchers (PDI) who serve on selection committees during the recruitment processes.</li> <li>2) Administrative support staff (PAS) involved in the definition and execution of recruitment processes: personnel from the human resources service's PDI section; staff from the OITT; and all personnel who provide administrative support in the departments and institutes of research involved in the recruitment actions.</li> <li>3) People with political responsibility for the design and execution of recruitment processes: vice-chancellors with research staff responsibilities, heads of departments and research institutes.</li> </ol> <p>The training offer on OTM-R will then be integrated within the new Framework Training Plan for Teaching and Research Staff which is underway (Action A20).</p> |   |   |

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| <b>A15. Use of e-tools for recruitment</b>   |   |  |
| 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.   |   |  |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>   | <b>CURRENT STATUS</b>  |
| [13] OTM-R 4   | Q3_2021-Q2_2022   | COMPLETED  |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>  | <b>INDICATORS</b>  |
| Vice-Rectorate for Staff<br><br>Human Resources Service  | 1. Required for implementation of e-tools for recruitment<br>2. Deployment of e-tools for authenticity certification in application forms<br>3. Protocol for e-recruitment of different positions defined<br>4. Software and technical capabilities for e-recruitment in place<br>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance | 1. Share of targets met<br>2. E-tools for recruitment in operation<br>3. Share of processes managed with e-tools |
| <b>REMARKS</b>   |   |  |
| <p>For the recruitment phases where there is active participation of the candidates, available e-tools have been fully deployed:</p> <ul style="list-style-type: none"> <li>• All open research positions are advertised on the UdG virtual bulletin board ('Tauler d'anuncis electronic'), where all relevant information is available to candidates.</li> <li>• Electronic submission forms for applicants are now available. See, for instance, <a href="https://aserv2.udg.edu/RegistreElectronic/FormulariPlacaRecerca.aspx">https://aserv2.udg.edu/RegistreElectronic/FormulariPlacaRecerca.aspx</a>.</li> <li>• Video meetings or similar channels have been set up for interviews and synchronous sessions.</li> <li>• The whole communication process with applicants is done via electronic notification systems.</li> </ul> <p>With the consolidation of the use of e-tools fostered by the COVID-19 pandemic, the UdG goes a step further towards e-administration in the recruitment processes within Action A16.</p> |   |  |

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| <b>A16. e-Administration and quality management system for OTM-R in recruitment</b>  |  |   |
| 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 overall recruitment process.  |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [12-21] OTM-R 1,5,10, 22-23  | Q2_2022-Q4_2023  | EXTENDED  |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Quality and Transparency<br><br>Rector's delegate for Electronic Administration and Digital Transformation<br><br>Human Resources Service   | <ol style="list-style-type: none"> <li>1. Catalogue of recruitment procedures, with identification of the degree of e-administration and link to the electronic application form</li> <li>2. RASCI responsibility matrix (responsible, accountable, support, consulted, informed) adopted to assign and display responsibilities</li> <li>3. Implementation of specific electronic forms related to every OTM-R procedure</li> <li>4. Make electronic signatures more accessible to all users by implementing a key-based system that requires prior registration if necessary</li> <li>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Entry into operation of the web catalogue on OTM-R procedures</li> <li>3. Number of processes by status (completed, partially fulfilled, and pending)</li> </ol> |
| <b>REMARKS</b>   |  |   |
| <p>This initial intention of this action was to set up a quality management system to assure OTM-R. The Executive Board and the IMC agreed on widening the scope, to allocate additional resources, and granting an extension to make progress on the deployment of e-administration. As described in Action A15, different e-tools have been implemented at the Universitat de Girona for recruitment, although this set of instruments are not interconnected, nor do they guarantee integral e-processing.</p> <p>The deployment of the e-administration will encompass three phases (cataloguing, implementation, and deployment), and will be built upon both in-house developed and commercial solutions. In addition to the guarantee of all-electronic processing, the outcome of this action (as is now defined) should significantly increase agility, efficiency, transparency, and traceability, as well as the assurance of file integrity. It will allow the gathering of aggregate data with reasonable effort, which, ultimately, should enable us to continuously improve the entire OTM-R recruitment procedure through a Quality Management System.</p> |  |   |

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| <b>A17. Second Gender Equality Plan</b>   |  |   |
| 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 discrimination based on gender.   |  |   |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [10][24]  | Q3_2020-Q2_2021  | COMPLETED   |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rectorate for Territory and Social Commitment<br><br>Rector's Delegate for Gender Equality<br><br>Social Compromise Unit   | 1. Definition of priority objectives and strategic lines<br>2. Identification of actions, resources and responsibilities of the different units and services<br>3. Definition of a participatory process that allows feedback from the University community and experts in gender equality<br>4. Drafting of the Second Gender Equality Plan<br>5. Approval of the Second Gender Equality Plan by the Governing Council<br>6. Document published in Catalan<br>7. Document published in Spanish and English<br>8. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance | 1. Share of targets met<br>2. Annual diagnosis on the presence of men and women in different areas of the community |
| <b>REMARKS</b>  |  |   |
| <p>On 29 April 2021, the Governing Council 3/2021 approved the Universitat de Girona's Second Equality Plan (2021-2025), a strategic tool that will define the gender policies of our university community. It expresses the institution's unwavering commitment to the value of equality, a commitment that will be reflected in all skill areas of the UdG and materialised in fifty actions structured around six major strategic pillars based on consensus. This strategic planning instrument, as well as all the reports and data that served as the foundation for the diagnosis, design, and prioritisation of actions, can be found at <a href="https://www.udg.edu/en/compromis-social/arees/igualtat-de-genere/el-pla-digualtat">https://www.udg.edu/en/compromis-social/arees/igualtat-de-genere/el-pla-digualtat</a>.</p> <p>The Second Equality Plan has been designed and agreed within the framework of a participative process with an extensive scope promoted during the first semester of academic year 2020-2021. This participatory process included a survey sent to the university community of the UdG, answered by 918 people; various discussion groups that added the contributions from some seventy people from the various groups (students, teaching and research staff and administrative and support staff); interviews; information sessions, critical reflection and debates with students, as well as focused classes and practical activities within the framework of several subjects taught in various bachelor's degrees. This Second Equality Plan was also reviewed by various representative and governing bodies, as well as by gender-expertise networks of the UdG. The deployment of this participative process has made it possible to agree and complete the list of actions, making the new Equality Plan a collective project for the UdG community and a tool for strategic planning that includes commitments and challenges made clear by the community, the various units, structures, and services.</p> |  |   |

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| <b>A18. Research infrastructures management</b>  |   |  |
| 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  |   |  |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>   | <b>CURRENT STATUS</b>  |
| [23]   |   | EXTENDED   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>  | <b>INDICATORS</b>  |
| Deputy to the Rector for Infrastructures and Scientific-technical Resources<br><br>Finance, Assets and Procurement Service<br><br>Deputy to the General Manager for the Area of Organisation   | 1. Evaluation of software options and technical capabilities required for the implementation of the inventory<br>2. Software and technical capabilities for the management of research infrastructure already in place<br>3. Definition of the up-dated protocol for the inventory and relations with other institutional databases<br>4. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance<br>5. Template with the main features and characteristics of the equipment to be included in the inventory<br>6. Database built and progressively updated<br>7. Inventory of scientific and technological equipment with identified capabilities and applications progressively deployed | 1. Share of targets met<br>2. Number of items in the database<br>3. Number of identified capabilities and applications<br>4. Number of users |
| <b>REMARKS</b>   |   |  |
| Targets 1, 2 and 3 are all 100% complete. The evaluation (Target 1) disclosed the need to widen the scope, as the current platform for managing maintenance operations was obsolete, with a limited (null) capability for interoperability with modern software packages. The inventory is being developed within a general-purpose computer-aided maintenance management system (CMMS), allowing the optimum use of all assets, ranging from physical spaces and infrastructures to specific equipment. Thus, the inventory's implementation has been delayed, and the action has been extended as it depends on the deployment of the CMMS for spaces. |   |  |

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| <b>A19. Development framework for researchers</b>  |  |  |
| <p>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 <a href="#">VITAE Researcher Development Framework</a> 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 and personal development.</p> <p>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>   |  |  |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>  |
| [28][38][39]   | Q3_2020-Q3_2021  | COMPLETED  |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>  |
| <p>Vice-rectorate for Staff</p> <p>Vice-rectorate for Research and Knowledge Transfer</p>  | <ol style="list-style-type: none"> <li>1. Benchmarking of development framework for researchers in outstanding research centres and universities</li> <li>2. Identify relevant stakeholders</li> <li>3. Meetings with relevant stakeholders</li> <li>4. Write the draft of the development framework for researchers.</li> <li>5. Approval of the draft by the Delegate Committee for Research, Transfer and Doctorate</li> <li>6. Development framework for researchers published in Catalan</li> <li>7. Development framework for researchers published in Spanish and English</li> <li>8. Development framework for researchers widely disseminated among the research community</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Web page built and updated</li> </ol> |
| <b>REMARKS</b>   |  |  |
| <p>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.</p> <p>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 on-going self-evaluation. Researchers must be informed about initiatives to define competencies as a basis for self-evaluation and to determine areas for their own self-improvement for career development. This will be undertaken within the communication plan for HRS4R (A23).</p> <p>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.</p> <p>A particularly sensitive collective are 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 measure their own desired goal and skill acquisition. Thus, a specific action (A25) has been designed to tackle R2 needs in their transition towards R3.</p> |  |  |



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| <b>A20. Continuous development training plan for researchers</b>  |   |   |
| 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.  |   |   |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>   | <b>CURRENT STATUS</b>   |
| [30][38][39]  | Q3_2022-Q4_2023   | EXTENDED  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>  | <b>INDICATORS</b>   |
| Vice-Rectorate for Staff<br><br>Vice-Rectorate for Research and Knowledge Transfer<br><br>Educational Science Institute (ICE)   | 1. Review of the current UdG formation plan for teaching and research staff<br>2. Identification of and meeting with relevant stakeholders and representatives<br>3. Write a draft of the continuous development training plan for researchers grounded on existing development frameworks identified in Action A19<br>4. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress<br>5. Draft approved by the Governing Council<br>6. Training calendar set-up | 1. Share of targets met<br>2. UdG's continuous development training plan for researchers approved and published<br>3. Number of training actions planned<br>4. Number of research staff trained |
| <b>REMARKS</b>  |   |   |
| <p>On 22 December 2016, the Governing Council 6/2016 approved the Framework Training Plan for Teaching and Research Staff 2017-2021 (see eBOU-950). The UdG has intensified the coordination between internal units and support systems to identify and address research-training needs and skills development. This training portfolio for 2021-2022 is now integrated and incorporated into a common agenda (<a href="http://web2.udg.edu/ice/pla_activitats/Placonjunt_2122.pdf">http://web2.udg.edu/ice/pla_activitats/Placonjunt_2122.pdf</a>).</p> <p>Although significant progress has been made, the definition of the new Framework Training Plan had to be postponed due to the contingency plan undertaken to cope with COVID-19 pandemic. Within the scenario created, providing resources and teleworking strategies to ensure educational quality standards, as well as reactivating everyday activities for research and knowledge transfer, became a must and a short-term priority.</p> <p>A compulsory training programme was set up in July 2020 for research and teaching staff, with a wide selection of subjects that range from strategies for e-learning and IT resources to gender perspective, data protection and copyright. Up to 557 people followed the e-learning strategies course.</p> <p>The activities necessary for the fulfilment of targets and action completion will be resumed in Q3_2022.</p> |   |   |

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| <b>A21. Research assessment procedures</b>  |   |  |
| 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.   |   |  |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>   | <b>CURRENT STATUS</b>  |
| [11]  | Q1_2023-Q4_2023   | IN PROGRESS  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>  | <b>INDICATORS</b>  |
| Vice-Rectorate for Quality and Transparency<br><br>Vice-Rectorate for Research and Knowledge Transfer<br><br>Office of Research and Technology Transfer   | <ol style="list-style-type: none"> <li>1. Benchmarking of research evaluation criteria in outstanding research agencies, centres, and universities</li> <li>2. Identify relevant stakeholders</li> <li>3. Meetings with relevant stakeholders</li> <li>4. Write the drafts of the evaluation criteria at individual and research-group levels</li> <li>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress</li> <li>6. Approval of the drafts by the Governing Council</li> <li>7. Evaluation criteria published in Catalan</li> <li>8. Evaluation criteria published in Spanish and English for target groups</li> <li>9. Research evaluation criteria widely disseminated among the research community</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. UdG's Research Evaluation Criteria approved and published</li> <li>3. Share of staff positively assessed</li> </ol> |
| <b>REMARKS</b>  |   |  |
| This action was originally planned to be completed by Q2_2021 and has been tentatively postponed to Q1_2023. New rules on research evaluation criteria are being debated by the Catalan Government within the forthcoming Catalan Law of Science. In application of this new regulation, a significant change in performance indicators related to the research activity is expected, both for the institution and for individuals as well. |   |  |

| A22. Professional Development, Talent Attraction and Talent Retention Support Program   |  |   |
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| 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 recruitment, incentivising the attraction of talented researchers funded by external calls.  |  |   |
| GAP PRINCIPLE   | TIMING   | CURRENT STATUS  |
| [13-21][24-28][38,39]   | Q2_2019-Q2_2022  | COMPLETED   |
| RESPONSIBLE UNIT(S)   | TARGETS  | INDICATORS  |
| Vice-Rectorate for Staff<br><br>Vice-Rectorate for Research and Knowledge Transfer  | 1. Benchmarking of programmes for experienced researchers in outstanding research centres and universities<br>2. Identify relevant stakeholders and target profiles<br>3. Draft specific programs for target groups and profiles<br>4. Approval of the drafts by the Governing Board<br>5. Publication and implementation<br>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance | 1. Share of targets met<br>2. Number of programs targeting R2-R4 researchers<br>3. Number of beneficiaries by stage |
| REMARKS   |  |   |
| <p>The Universitat de Girona's Senate approved CRITERIA FOR ESTABLISHING THE THEORETICAL NUMBER OF TEACHING STAFF on 18 February 2016. This is a roadmap for guiding the mid- and long-term teaching and research staff policies of the UdG, based on the realistic planning of the teaching demands that the departments should cover. Different internal regulations have been adapted to this agreed roadmap with the ultimate intention of making the actions for attraction of new talent more efficient, while also promoting the consolidation of the talented people that are already part of the UdG.</p> <p>A set of programmes to assist in career development has been established to foster talent retention and recruitment of researchers of excellence covering R2-R4 which, in brief, comprise:</p> <ol style="list-style-type: none"> <li>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. (<a href="https://seu.udg.edu/serveis-dinformacio/boudg/pdfarticle/disposicio/2079">https://seu.udg.edu/serveis-dinformacio/boudg/pdfarticle/disposicio/2079</a>)</li> <li>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 <a href="https://seu.udg.edu/serveis-dinformacio/boudg/ebou/disposicio/1878">https://seu.udg.edu/serveis-dinformacio/boudg/ebou/disposicio/1878</a>)</li> <li>3) Programme for the consolidation of I3-accredited researchers (through competitive programmes such as Juan de la Cierva, Beatriu de Pinós, Marie Curie, etc.)</li> <li>4) Competitive call to full R4 professors based on merits, such as the new Serra-Hunter Senior call (<a href="https://serrahunter.gencat.cat/en/inici/index.html">https://serrahunter.gencat.cat/en/inici/index.html</a>)</li> <li>5) Reduction of the number of interim teachers and researchers through the opening of new R3 permanent positions (<a href="https://seu.udg.edu/serveis-dinformacio/boudg/pdfarticle/disposicio/1384">https://seu.udg.edu/serveis-dinformacio/boudg/pdfarticle/disposicio/1384</a>)</li> </ol> |  |   |

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| <b>A23. Communication plan for HRS4R</b>   |  |   |
| 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.  |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [1-40]   | Q3_2020-Q2_2025  | IN PROGRESS   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-rectorate for Communication<br><br>Area of Communication and Institutional Relations<br><br>HRS4R Coordination  | 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)<br>2. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress<br>3. Progressively update web page contents with relevant outcomes<br>4. Creation of news and other actions in virtual and social media<br>5. Creating messages for the dissemination to research staff by target segments | 1. Share of targets met<br>2. Image for the project implemented<br>3. Number of accesses to the dedicated webpage<br>4. Number of updates of the webpage<br>5. Number of interactions on social media |
| <b>REMARKS</b>   |  |   |
| <p>A dedicated web page is available (<a href="https://www.udg.edu/en/investiga/recerca-i-innovacio-responsable/hrs4r">https://www.udg.edu/en/investiga/recerca-i-innovacio-responsable/hrs4r</a>) which contains the initial action plan, the OTM-R check list and the OTM-R policy. From any page of the UdG site, the logo of HR excellence in research is visible at the bottom, and links to the dedicated webpage. Moreover, communications by e-mail to target groups and stakeholders are sent from a single, clearly identifiable mailbox (<a href="mailto:HRS4R@udg.edu">HRS4R@udg.edu</a>), which also serves for receiving suggestions from the public, consultation and general aspects.</p> <p>The web page is undergoing a major redesign. When completed, it should enable us to gradually showcase and make explicit the initiatives resulting from the deployment of the HR4SR. To widely disseminate the outcomes to the community, the release is tentatively anticipated for the third quarter of 2022, coinciding with the reception of the consensus report of this Internal Review conducted by European Commission experts.</p> |  |   |

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| <b>A24. Develop a robust and sustainable strategy for managing IT infrastructures</b>  |   |  |
| 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 |   |  |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>   | <b>CURRENT STATUS</b>  |
| [2][4][7][23]  | Q4_2022-Q3_2023   | NEW  |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>  | <b>INDICATORS</b>  |
| Vice-Rectorate for Quality and Transparency<br><br>Deputy to the Rector for Infrastructures and Scientific-technical Resources<br><br>IT Service   | 1. Inventory of available assets and future needs<br>2. Benchmarking of management schemes for shared IT infrastructures in relevant research institutions.<br>3. Set up a workgroup on IT infrastructures for research<br>4. Establish rules for the acquisition and management of IT infrastructures for research<br>5. Write a draft for the robust and sustainable strategy for IT infrastructures management at UdG<br>6. IT strategy approved by Governing Board<br>7. Strategy published in Catalan<br>8. Strategy published in Spanish and English<br>9. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance | 1. Share of targets met<br>2. Periodic working group meeting reports |
| <b>REMARKS</b>   |   |  |
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| 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 <a href="https://ja.cat/iPg8z">https://ja.cat/iPg8z</a> . |   |   |
| GAP PRINCIPLE  | TIMING  | CURRENT STATUS  |
| [30][38][39]   | Q1_2023-Q4_2024   | NEW   |
| RESPONSIBLE UNIT(S)  | TARGETS   | INDICATORS  |
| Vice-rectorate of Research and Knowledge Transfer<br><br>Doctoral School   | <ol style="list-style-type: none"> <li>1. Benchmarking of support programmes for R2 researchers in outstanding research centres and universities</li> <li>2. Identify relevant stakeholders</li> <li>3. Meetings with relevant stakeholders</li> <li>4. Report on the feasibility to establish a post-doc office/post-doc association</li> <li>5. Write the draft of the support programme for R2 researchers.</li> <li>6. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance</li> <li>7. Approval of the draft by the Delegate Committee for Research, Transfer and Doctorate</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Inventory of policies supporting R2 researchers</li> <li>3. Number of actions to support R2 researchers</li> <li>4. Number of beneficiaries</li> </ol> |
| REMARKS  |   |   |
|  |   |   |

|  |  |   |
|--|--|---|
| <b>A26. Improvement of selection and evaluation phases of R2 to R3 researchers financed by competitive R+D resources</b>   |  |   |
| 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 for OTM-R in recruitment). |  |   |
| <b>GAP PRINCIPLE</b>   | <b>TIMING</b>  | <b>CURRENT STATUS</b>   |
| [12-21] OTM-R 16, 19, 21   | Q2_2022-Q1_2023  | NEW   |
| <b>RESPONSIBLE UNIT(S)</b>   | <b>TARGETS</b>   | <b>INDICATORS</b>   |
| Vice-Rector for Staff<br><br>Head of the Human Resources Service   | 1. Adaptation of internal regulations to new Spanish legislation about research recruitment processes<br>2. Implement the all-electronic procedure according to action A16 on e-administration<br>3. Preparation of templates and workflows to ensure publication of the calls at Euraxess<br>4. Definition of a specific training program according to A14 action.<br>5. Definition of the protocol and key responsibilities for the quantification and updating of the set of indicators for monitoring progress and performance | 1. Share of targets met<br>2. Number of calls published in Euraxess<br>3. Number of applicants per call |
| <b>REMARKS</b>   |  |   |
|  |  |   |

|   |   |  |
|---|---|--|
| <b>A27. Improvement of the communication with applicants in the appointment phase</b>   |   |  |
| 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 |   |  |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>   | <b>CURRENT STATUS</b>  |
| [12][15] OTM-R 20, 21, 22   | Q3_2024-Q2_2025   | NEW  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>  | <b>INDICATORS</b>  |
| Vice-Rector for Staff<br><br>Human Resources Service  | 1. Improving the e-tools used to inform to the candidates at the completion of the selection process<br>2. Activation by default of a report to provide adequate feedback to all evaluated and interviewed candidates<br>3. Clearly inform on the available mechanisms for complaints and appeals | 1. Share of targets met<br>2. Share of applicants informed about the completion of the selection process<br>3. Share of applicants to whom feedback has been given<br>4. Share of complaints with response in the manner and within the period established |
| <b>REMARKS</b>  |   |  |
|   |   |  |



|   |  |  |
|---|--|--|
| <b>A28. Assessment of the UdG HRS4R in the application of the C&amp;C principles</b>  |  |  |
| 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. |  |  |
| <b>GAP PRINCIPLE</b>  | <b>TIMING</b>  | <b>CURRENT STATUS</b>  |
| All   | Q3_2024-Q2_2025  | NEW  |
| <b>RESPONSIBLE UNIT(S)</b>  | <b>TARGETS</b>   | <b>INDICATORS</b>  |
| HRS4R coordinator<br><br>Implementation and Monitoring Committee  | <ol style="list-style-type: none"> <li>1. Set a computer-assisted web interviewing (CAWI) regarding the views of the UdG community on the application of the C&amp;C principles</li> <li>2. Prepare materials for focus groups</li> <li>3. Set focus groups</li> <li>4. Preparation of site visit for the renewal of the HR award</li> <li>5. Collection of the outcomes</li> <li>6. Define actions to be undertaken within the Revised Action Plan</li> <li>7. Write a draft of the Revised Action Plan</li> <li>8. Draft approval by the Steering Committee and the Governing Board</li> </ol> | <ol style="list-style-type: none"> <li>1. Share of targets met</li> <li>2. Revised Action Plan approved</li> <li>3. Site visit agenda closed</li> <li>4. Share of CAWI responses</li> <li>5. Participants in focus groups</li> <li>6. Outcomes from the EU experts site visit</li> </ol> |
| <b>REMARKS</b>  |  |  |
|   |  |  |

**Note:** Add many actions are needed.

**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.** Please provide the link to the dedicated webpage(s) on your organisation's web site \*:

**URL:** <https://www.udg.edu/en/investiga/recerca-i-innovacio-responsable/hrs4r>

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

#### Comments on the implementation of the OTM-R principles

The UdG considers that good practice in the processes of selection and promotion of its staff is the essential tool to guarantee excellence in its activities and environment to ensure the progress of the institution. Accordingly, the Governing Council of the UdG approved the OPEN, TRANSPARENT, AND MERIT-BASED RECRUITMENT AND PROMOTION POLICY at the Universitat de Girona on 13 December 2021, in the Governing Council ordinary session number 10/2021. The OTM-R policy, available at [https://www.udg.edu/ca/Portals/6/HRS4R/OTM-R/Politica\\_OTM-R\\_en.pdf](https://www.udg.edu/ca/Portals/6/HRS4R/OTM-R/Politica_OTM-R_en.pdf), formalises the synthesis of principles to be followed in terms of staff selection and recruitment throughout the institution.

The selection and promotion policy aims to ensure that the best candidate for the job is selected, with the full guarantee of equal opportunities and access. The basic principles, defined in Article 2, apply to all the processes of selection and promotion of people at the Universitat de Girona.

The procedure, contained in Article 3, applies to the selection and promotion processes of teaching and research staff (within the framework of the career model established by current law), and of research staff, selected in procurement procedures for funding, including research projects, agreements, or contracts.

Given the importance of continuous improvement regarding Open, Transparent, and Merit-Based Recruitment (OTM-R), a systematic review under the OTM-R checklist is in place which assures advancing toward continuous improvement in line with the C&C principles (Action A13). For that purpose, an OTM-R work group has been established, composed of experienced staff from the Human Resources Service and the Office for Research and Technology Transfer.

The entire set of internal rules for advertising, selecting, and hiring research staff, as well as procedures and practices, has been audited, and items that already meet the C&C requirements have been reinforced. The audit confirmed that the main weaknesses to be tackled were already highlighted during the Initial Phase. Those weaknesses are targeted through Actions A26 (Improvement of selection and evaluation phases of R2 to R3 researchers financed by competitive R+D resources) and A27 (Improvement of the communication with applicants in the appointment phase) within the Revised Action Plan. In addition, through Action A14, a comprehensive package of relevant material and training courses are being developed, including those relevant to selection committees.

Within the actual context and e-tools available, the administrative burden for candidates and researchers hired is now keep to the minimum. For the recruitment phases where there is an active participation of the candidates (advertisement, electronic submission forms, interviewing and the whole communication process), the available e-tools have been fully deployed (Action A13), although this set of instruments are not interconnected, nor do they guarantee integral e-processing. Action A16, as formulated in this revised action plan, will tackle this limitation.

With the progressive deployment of e-administration for recruitment processes (A16), all-electronic processing will be guaranteed, significantly increasing agility, efficiency, transparency, traceability, and the assurance of file integrity. It will allow the gathering of aggregate data effortlessly, which will ultimately enable us to continuously improve the entire recruitment

procedure and practices under a robust Quality Management System.

To catalyse the implementation of e-administration, thereby reinforcing the human resources available to support the implementation of OTM-R principles within our institution, Josep Maria Aguirre has recently been appointed as Rector's delegate for Electronic Administration and Digital Transformation.

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

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

## 4. Implementation

### **General overview of the expected overall implementation process of the action plan:** (max. 1000 words)

The implementation strategy of the action plan is based on the experience and practices adopted during the HRS4R process of gap analysis and action planning by a Steering Committee, an implementation and monitoring committee (IMC) and a coordinator for HRS4R as further detailed in the following sections.

The integration of HRS4R into the Universitat de Girona's existing structures is crucial to its effective achievements. In the Universitat de Girona, thanks to its size and its consolidated organisational structure, the administrative units interact directly and easily with the governing bodies. This guarantees that the administrative units operate in line with the strategic directions and with the involvement of the entire community.

The administrative units assume the responsibility of the entrusted task, while Vice-rectorates are accountable for the actions. Concurrently, meetings to discuss specific issues with units/departments/researchers at different levels have been scheduled as deemed necessary.

A qualified technician from the General Manager's Office in Support of Strategic Projects (Mercè Pibernat), who combines a broad view of the institution and in-depth understanding of key areas, and Maria Martin, Deputy to the Rector for Infrastructures and Scientific-technical Resources, coordinate the overall development of the HRS4R at the institution.

Since our commitment to the C&C principles in July 2019, 28 actions have been designed that conform to 6 improvement axes in our human resources strategy for researchers:

- Ethics and Gender Equality (E&GE), for promoting collective self-regulating instruments for ethical and gender equality policies and procedures on core activities of the UdG
  - A1. Code of Ethics (Extended)
  - A2. Code of Good Practices in Research & Innovation (Extended)
  - A17. Second Gender Equality Plan (Completed)
- Research Data Management and Open Access (RDM&OA), which encompasses the actions undertaken to support sound data management and the transition towards Open Science
  - A3 Research Data Management Policy (Completed)
  - A4. Intellectual Property Policy (In Progress)
  - A5. Reference Guide to Research Data Management (Completed)
  - A6. Open Access Policy (Completed)
  - A7. Open Access guide (Completed)
- OTM-R (OTM-R) for the continuous improvement of recruitment and selection processes and practices in accordance with C&C principles.
  - A13. Definition the OTM-R policy and improvement of general OTM-R procedures (Completed)
  - A14. Training programme on OTM-R (In progress)
  - A15. Use of e-tools for recruitment (Completed)
  - A16. e-Administration and quality management system for OTM-R in recruitment (In progress)
  - A26. Improvement of selection and evaluation phases of R2 to R3 researchers financed by competitive R+D resources (New)
  - A27. Improvement of the communication with applicants in the appointment phase (New)
- Research Career Framework and Development (RCF&D), groups the actions planned to raise awareness on career development needs in a global context and the tools and programs to foster career development
  - A19. Development framework for researchers (Completed)

A20. Continuous development training plan for researchers (In Progress)  
 A22. Professional Development, Talent Attraction and Talent Retention Support Program (Completed)  
 A25. Support programme for postdoctoral researchers (New)

- Research Management and Assessment (RM&A), to address the identified shortcomings related to project management, research resources and evaluation
  - A8. Deployment of a Current Research Information System (Extended)
  - A18. Research infrastructures management (Extended)
  - A21. Research assessment procedures (In Progress)
  - A24. Develop a robust and sustainable strategy for managing IT infrastructures (New)
- Communication & Management (C&M) for increasing the visibility of the research activities at the institution and improving the communication of assets to the research community, including the main outcomes of the HRS4R initiative
  - A9. Communication plan for research projects (Completed)
  - A10. Common agenda for dissemination and training activities (In progress)
  - A11. UdG Researcher's Guide (Completed)
  - A12. Welcome protocol for researchers (Extended)
  - A23. Communication plan for HRS4R (In progress)
  - A28. Assessment of the UdG HRS4R in the application of the C&C principles (New)

Most of our implementation process has been shaped by the COVID-19 outbreak. To date, 11 activities have been completed, and 6 more are in-progress, including 5 tasks from the initial action plan that were postponed due to the need for resource reallocation in this unforeseeable scenario. An extension has been granted for 6 activities in the Action Plan, mostly because the initial scope has been broadened to better respond to mid- and long-term needs. Three new actions (A25-A27) intend to fill the gaps identified during the implementation itself and the preparatory process of this internal review. Action 28 closes this Revised Action Plan and has been included with a two-fold purpose. Within this action, the blueprint of the Improved Action Plan 2025-2028 will be set, by gathering the inputs from the UdG researchers and the outcomes of the external review. On the other hand, we intend to make the most of the opportunity offered by the external review to increase the knowledge and commitment of the community.

Furthermore, the Commission's report following this Internal Assessment will be thoroughly reviewed, and if necessary, corrective measures that take this feedback into account will be undertaken.

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

**How have you prepared for the internal review? \***

Detailed description and duly justification (max 500 words)

The Internal Review for the Interim Assessment resumes the follow-up assessment that has been carried out through the monthly meetings of the HRS4R Coordination and the Implementation and Monitoring Committee. The UdG HRS4R Implementation and Monitoring Committee conducted an exhaustive review of all actions implemented and any additional related initiatives. This review included the evaluation of the actions that have been completed and those that still need to be worked on in the next action plan.

Other additional actions have also been identified, to be taken into consideration for the Revised Action Plan 2022-2025, which are important in terms of continuing to make improvements for researchers within the framework of the HRS4R. After this initial evaluation, the results were shared with the working groups according to the RASCI matrix, to obtain their feedback as well as information on additional aspects to be taken into consideration in the Revised Action Plan 2022-2025. Besides, the Delegate Committee for Research, Transfer, and Doctorate and the Delegate Committee for Staff as well as the Governing Board have been timely informed about progress.

A final debate session with the Steering Committee took place on 7 June 2022, thus completing the evaluation of outcomes and the definition of new actions to be included for the period 2022-2025 in the Revised Action Plan.

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

The key outcomes of the action plan are debated and endorsed by the competent governing bodies (Governing Council, Research and Doctoral Commission, among others) in which researcher representation is assured in accordance with university regulations. Thus, the entire community will be updated on the progress.

For most of the actions, a period of open consultation/participation is established. Including all types of researchers in ad hoc working groups guarantees the participation of the research community in any action that implies the development and approval of new guidelines, protocols and/or regulations.

Research group leaders within the UdG play a key role in raising awareness and dissemination of the HRS4R. Following regular reporting by the Implementation and Monitoring Committee as mentioned earlier, specific informative meetings and seminars are planned.

In addition, a communication plan (Action A23) is on-going with the aim of raising awareness in the University community about the Charter & Code and OTM-R criteria and, also, to report on progress on implementation. The communication plan includes updating of the web contents and the integration of the new contents into the intranet in the appropriate sections.

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

Detailed description and duly justification (max 500 words)

The Steering Committee overseeing the HRS4R at the Universitat de Girona was constituted in July 2018 and is made up of 26 members. The Committee is chaired by the Rector, Prof. Quim Salvi, and is comprised of Vice-rectors with responsibilities in nuclear areas for the HRS4R (Research and Knowledge Transfer, Staff, Quality and Transparency, and Communication), the General Manager, technical staff in administrative units with key roles in the implementation of the action plan, and a broad representation of researchers at various stages of their professional careers. The confluence of varied backgrounds, responsibilities, and points of view stimulates fluent debate, which is the cornerstone of our strategy for continuous improvement towards the successful implementation of the C&C principles.

The Implementation and Monitoring Committee (IMC) coordinates and monitors the day-to-day of the implementation by reviewing performance indicators. The IMC reports to the Steering Committee and the Governing Council about HRS4R implementation. For the Initial and Implementation phases, the IMC is composed of the Vice-Rector of Quality and Transparency (Pepus Daunis-i-Estadella), the Vice-Rector for Research and Knowledge Transfer (Maria Pla), the Vice-Rector for Staff (Joan Andreu Mayugo), the coordinator of the HRS4R (Maria Martin), a technician of the General Manager's Office in Support of Strategic Projects (Mercè Pibernat) and administrative staff (Carme Delgado) supporting the activity of the Committee.



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

Detailed description and duly justification (max 500 words)

The UdG2030 Strategic Plan is an instrument for change. It therefore looks at the long-term future, guiding the university's various strategies in a specific direction. We must adapt to the new context through accumulated knowledge, with brave commitments that make us stand out, that endure and have the capacity to contribute to society. We must combine ambition with vision, humility in our methods and talent in our execution. The sum of intelligences, as the focus that distinguishes the UdG, aggregates natural intelligence, cooperative collective intelligence and artificial intelligence, and it is the source of opportunities and levers for change that must make an even better UdG. This vision and the key aspects identified during the diagnosis stage of the Strategic Plan gave rise to a set of strategic lines and objectives imbricated with the UdG HRS4R, as for instance:

4. Do research from the sum of intelligences

4.1. Ensure the different areas of research make optimum use of the enormous amount of data that can be generated, considering the specific characteristics of each area and incorporating all the associated ethical aspects?

4.2. Reinforce the hybrid character of research, enhancing the cross-disciplinary nature of knowledge areas at the University and cooperation between the various areas of study?

6. Talent for the sum of intelligences

6.1. Promote policies for attracting and retaining talent that ensure a flow of professionals to the UdG that will demonstrate international excellence and competence in the skills which the UdG needs to implement the Strategic Plan distinguished by the sum of intelligences.

6.2. Roll out a comprehensive initiative of modernisation and training in 4.0 tools for the whole university community. Put the technological resources at the disposal of the teaching staff, administrative and service staff, students, and alumni.

As previously stated, the Charter and Code principles are seamlessly integrated into the UdG Government Program 2022–2025 (<https://ja.cat/sxy0V>), further strengthening HRS4R as a key cornerstone of our governance. The chapter dedicated to talent retention and recruitment contains 15 actions with a predominant presence of HRS4R. Hence, action 2 is devoted to carrying out a dynamic management between the policy of retention and use of the UdG's own talent with that of attracting external talent. Action 7 concerns being proactive in attracting research talent in externally funded programs, such as the Serra Húnter Plan and the Beatriz Galindo, Ramón y Cajal, Juan de la Cierva and senior ICREA programs, considering co-funding from the University when appropriate. Action 13 implements a quality management process system for OTM-R, taking advantage of e-tools. Action 14 redefines the framework for the development of research staff to adapt the UdG to what is determined by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Finally, Action 15 is focused on continuing to develop equal opportunity programs in access, promotion and working conditions, aimed at correcting gender biases and glass ceilings.

Furthermore, the Universitat de Girona's statutes define its structure, competency allocation, representativeness, and stakeholder participation mechanisms within the decision-making bodies. Most of the actions in this plan are intended to make the principles of the HRS4R visible and explicit in key aspects relevant to practices at the Universitat de Girona. Therefore, alignment of the organisation policies with HRS4R is additionally assured by embedding the main actions in the decision-making bodies established in the University in accordance with its statutes. Accordingly, most of the actions have been planned to include a guideline, protocol and/or regulation to be debated and endorsed by the Governing Council and/or Delegate Committees.

**How has your organisation ensured that the proposed actions would be also implemented? \***

Detailed description and duly justification (max 500 words)

One of the programme objectives of the institution's current government team was to position the Universitat de Girona in a process of continuous improvement in terms of its human resources for research within the HRS4R initiative. During the initial phase, an intensive information campaign was undertaken to raise awareness about the relevance of the HRS4R among researchers and technical staff. The remarkable participation in the survey (55.1 %) is an asset of the Universitat de Girona community's involvement. Thus, there is a strong institutional engagement and key actors are sensitive to changes and are committed to their implementation and promotion.

The units responsible for the actions are identified in governing bodies of the vice-rectorates. Besides, the management units of the University guarantee a strong and coordinated action among the vice-rectorates and the administrative units. In the Universitat de Girona, thanks to its size and its consolidated organisational structure, the administrative units interact directly and easily with the governing bodies. This guarantees that all stakeholders operate in line with the strategic direction of the Governing body and with the involvement of the entire community.

The successful implementation of the actions, like any project, depends on striking a balance between scope, cost, and time. The guiding principle for implementing our HRS4R strategy is to prioritise quality and robustness, ensuring that the deliverables meet not only present but also future demands while avoiding scope creep.

The Executive Council, at the proposal of the Implementation and Monitoring Committee, allocates additional internal resources if deviations are detected, either reinforcing the deficit-prone areas in accordance with the workload and available resources, or granting an extension of the execution period if the incremental benefits to be achieved are worth pursuing.

**How are you monitoring progress (timeline)? \***

Measuring the progress of the Action Plan is the main responsibility of the Implementation and Monitoring Committee (IMC). A standardised working procedure has been established to ensure the quality of the outcomes and of the main indicators for all working groups. The set of indicators defined for each action allows for tracking both progress in the implementation and short- and mid-term performance.

The coordinator of the HRS4R (Maria Martin) and the technician of the General Manager's Office (Mercè Pibernat) organise the tasks according to a RASCI (responsible, accountable, support, consulted, informed) matrix for the assignment of responsibilities and identification of key contributors, and keep updated records on relevant documents, outputs, and indicators of progress and performance.

To facilitate collaborative work, monitoring, and transparent follow-up of progress, a dedicated Office365 work group has been set up for every action. Overall process follow up was initially implemented in Trello, though migration to Microsoft Planner is taking place for a better integration with collaborative Office365 work groups.

In IMC progress meetings, which are held monthly, the scorecard is updated, and corrective actions are proposed if deviations are detected, as previously stated.

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

Detailed description and duly justification (max 500 words)

As reported previously, the Implementation and Monitoring Committee takes on the ongoing task of evaluating the progress of the actions scheduled in the HRS4R process.

Each action now includes a specific target to ensure that the definition of the indicators and the unit responsible for gathering and communicating the data are properly established, as well as the periodicity of updates. The indicators allow us to measure the progress as well as the performance of the output.

A scorecard has been set-up for gathering the indicators linked to each programmed action. Within the IMC, the technician of the General Manager's Office (Mercè Pibernat) coordinates the collection of data with the different working groups and units involved in the Action Plan.

**How do you expect to prepare for the external review? \***

Detailed description and duly justification (max 500 words)

The external evaluation provides an opportunity for our institution to showcase efforts while also receiving thorough and professional advice from experts, including suggestions for change and development. Furthermore, the site visit will serve to boost HRS4R awareness within the institution and strengthen community engagement in this process of continuous improvement.

The UdG HRS4R coordinator will be in charge of preparing the external review, following the recommendations set out for this purpose in the Human Resources Strategy for Researchers (HRS4R) e-tool Technical Guidelines ([https://cdn5.euraxess.org/sites/default/files/hrs4r\\_technical\\_guidelines\\_for\\_institutions\\_0.pdf](https://cdn5.euraxess.org/sites/default/files/hrs4r_technical_guidelines_for_institutions_0.pdf)). Indeed, some of the needs have already been foreseen:

- An action (A28) has been set to make the most of the opportunity offered by the external review to increase the community knowledge and commitment.
- The availability of the Rector and the General Manager for the opening and closing meetings is taken for granted, as the top-level management of our institution is strongly committed and closely follows the evolution of the HRS4R.
- The coordinator of the UdG HRS4R and the Vice-rectors within the Implementation and Monitoring Committee will report on progress and quality to the reviewers and provide the evidence that are systematically collected.
- The staff members that will be interviewed in person by the experts will be selected among participants in focus groups established within action A28.

**Additional remarks/comments about the proposed implementation process**

Detailed description and duly justification (max 1,000 words)